

# FINANCIAL TIMES



Weaving machinery  
Speed breakthrough  
from many sheds

Technology, Page 13



Volkswagen  
Painted into  
a corner?

Page 2



US banking  
Here comes another  
wave of mergers

Page 23

Today's survey  
International  
Project Finance  
Separate sections

World Business Newspaper <http://www.FT.co.uk>

TUESDAY DECEMBER 3 1996

## US economy still showing signs of robust growth

The US economy is still growing robustly, according to two reports out yesterday. Overall manufacturing business conditions improved last month and construction spending surged in October. But the data seemed to unsettle the markets, where stocks and bonds were down in morning trade. Page 18; Bonds, Page 25; World stocks, Page 40

### EU finance ministers still deadlocked:



Irish finance minister Ruairi Quinn (left) shared a joke with Dutch counterpart Gerrit Zalm as European finance ministers gathered in Brussels. But once talks began, ministers remained deadlocked over a key aspect of a system for ensuring that states in a single currency keep up budgetary discipline after joining. EU diplomats said there was disagreement over the definition of a severe recession that could permit a government to avoid sanctions. Page 16; Bonn hints at softer stance, Page 3; Observer, Page 17

Russian general to go: Gen Vladimir Semyonov, commander of Russia's land forces faces dismissal for "actions incompatible with his post", although the order dismissing him had not yet been signed last night. The general denied any wrongdoing. Page 2

**The Excel Group**, a leverage buyout group headed by former Citibank executive Juan Navarro, paid \$440m for Supermercados Norte, Argentina's second biggest supermarket chain by sales. Given a buoyant Buenos Aires stock market and investors' apparent appetite for Argentine supermarket chains, Excel also plans a public share offering. Page 19

**China resources Pakistan:** China yesterday sought to reassure Pakistan that closer ties with India would not be at the expense of relations with Islamabad. Page 8

**Richemont**, Swiss-based owner of Rothmans tobacco and Vendome luxury goods, raised interim operating profits by 21 per cent to £453.5m (£757m) after a strong year from its tobacco business. Page 19

**UK sets up genetics commission:** Britain has set up a commission to advise on human genetics. It will consider social, ethical and economic consequences of developments in the field.

**Surgery for Havel:** Czech surgeons removed a small malignant tumour from Czech President Vaclav Havel's lung. Doctors believe the illness has been caught at an early stage.

**Moldova polls:** A leading communist turned social democrat, was elected president of Moldova after beating the former Soviet republic's first post-independence leader in a weekend run-off vote. Preliminary results gave Petru Lucinschi an eight-point winning margin. Page 2

**How ever diplomat:** France asked Zaire to waive the diplomatic immunity of Ramazani Baya, its ambassador to Paris. Two French boys were killed in a collision with his car last month.

**Opposition back in prison:** Chinese dissident Chen Longde, who attempted suicide in August, has been sent back to a labour camp after being discharged from hospital, his family said.

**Racial Electronics** of the UK issued a profits warning that stunned investors, who had been told in August that operating profits were looking good. Shares in the defence and electronics group dropped as it forecast full year pre-tax profits of £50m (£83.5m) against £70.4m last year. Page 25 and Lex; London stocks. Page 36

**Burmese students protest:** About 1,500 Burmese students took to the streets after a peaceful sit-in protest on a Rangoon campus. They were objecting to leaflets urging them to improve their behaviour.

FT.com the FT web site provides online news, comment and analysis at <http://www.FT.com>

**STOCK MARKET INDICES**

New York Stock Exchange

Dow Jones Ind Av -4,472.22 (-2.48)

NASDAQ Composite -128.74 (-0.13)

Europe and Far East

CAC 40 -2,316.03 (-2.97)

DAX -2,655.00 (+1.08)

FTSE 100 -1,035.55 (-19.5)

Nikkei -20,674.69 (-34.67)

**US LUNCHTIME RATES**

Federal Funds 5.1%

3-month T-bills 5.05%

Long Bond 10.11%

Yield 5.37%

**OTHER RATES**

US 3-month Interbank 5.5% (5.5%)

US 10 yr Gilt 10.1% (10.1%)

France 10 yr OAT 10.6% (10.6%)

Germany 10 yr Bund 10.4% (10.4%)

Japan 10 yr JGB 10.4% (10.4%)

**MONTH SEA OIL (Argus)**

Brent Dated \$23.55 (23.17%)

DM 2,5884 (2,5828)

Australia 10/275 Glitter 10/375 Lubricants Lin 16/00 Cans OR13.02

Austria 9/275 Greece 9/275 Italy 10/275 Singapore 9/275

Belgium 10/275 Hong Kong HK220 Malta Lin/170 Singapore 9/275

Denmark 9/275 Hungary P/270 Morocco MDR/170 Street Rp 9/275

Cyprus 10/275 Ireland 10/275 Malta P/275 S. Africa R/275

Czech Rep 9/275 India P/275 Nigeria Nairobis Spain P/275

Denmark 10/275 West Shk/1000 Norway N/275 Sweden S/275

Egypt 10/275 Japan P/275 Turkey OR/275 Syria R/275

Finland 10/275 Kuwait P/275 Poland 10/275 Turkey L/275

France 10/275 Lebanon L/275 Portugal P/275 Uae U/275

Germany DM/275 Lebanon L/275

**STERLING**

Brent Dated \$23.55 (23.17%)

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Atlantic LF/275 Glitter 10/375 Lubricants Lin 16/00 Cans OR13.02

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Belgium 10/275 Hong Kong HK220 Malta Lin/170 Singapore 9/275

Denmark 9/275 Hungary P/270 Morocco MDR/170 Street Rp 9/275

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Czech Rep 9/275 India P/275 Nigeria Nairobis Spain P/275

Denmark 10/275 West Shk/1000 Norway N/275 Sweden S/275

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Finland 10/275 Kuwait P/275 Poland 10/275 Turkey L/275

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Germany DM/275 Lebanon L/275

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## NEWS: EUROPE

EU urges incentives for employers and jobless to tackle unemployment and 'dependency culture'

## Call for social security systems reform

By Caroline Southey  
in Brussels

European Union social affairs ministers yesterday backed calls to reform social security systems that hinder job creation, for the first time accepting a link between generous social protection and Europe's unemployment problem.

The policy statement, agreed at a social ministers' meeting, marks a significant shift in thinking among member states. Countries such as Belgium, Germany and France have resisted openly linking Europe's generous social protection schemes with its high rates of unemployment.

"This is the first sign that the debate is changing. Member states are finally beginning to accept that inflexible benefit systems can artificially increase levels of unemployment," an EU diplomat said, adding that most countries accepted it was no longer possible "simply to underpin the dependency culture".

In the wake of the French truckers' dispute, the French government indicated yesterday it intended to make a fresh push to harmonise working conditions within the European Union, even to the extent of removing the UK's right to opt out of certain social legislation, writes David Buchanan in Paris.

In the 1991 Maastricht treaty negotiations, the UK was given an opt-out from most subsequent social legislation by its partners, which signed a separate "social protocol" enshrining their wider legislative ambitions in this field.

Yesterday, a government minister said France would now like to use the current inter-governmental conference to integrate this social protocol into the treaty, thereby making it apply to all EU members, including Britain.

The French government's concern

about "social dumping", the term for competitive debasement of pay and work conditions, appears to have been fuelled by the French truckers' protest.

The latter's working conditions are in part blamed on competition from other European hauliers, destined to become more intense in 1999, with the complete deregulation of road transport to allow hauliers from one EU country to carry purely internal freight within another EU state.

Mr Bernard Pons, French transport minister, is said to intend how to redouble his efforts for EU harmonisation around the improved terms French truckers have won, including pay for hours spent waiting as well as driving, and a reduction in the retirement age from 60 to 55.

Yesterday, Mr Michel Barnier, France's EU affairs minister, delivered a broadside against a UK company

which he alleged was infringing EU law by offering "cheap labour" to hotels in his Alpine constituency in Haute Savoie.

Branding a circular letter from Hotel & Catering Staff Supplies, a Rotherham-based company in the UK offering to supply hotel staff at rates some 8-10 per cent cheaper, because of welfare charges lower in the UK than in France, Mr Barnier said he was "horrified" a UK company should apparently be helping native Savoyards escape French social security.

But the Rotherham company said it only hired non-French nationals to work in France, and insisted it was perfectly legal for UK citizens to work on short-term contracts in France while continuing to pay UK social security.

Mr Barnier's aides did not dispute this interpretation of the law.

Agreement on the resolution comes weeks after a furious row in the European Commission over whether or not to publish statistics linking high unemployment to labour market rigidities. An EU official said the Commission had to "bread carefully" on the issue of market

deregulation. "This is a very delicate issue for most member states," he added.

The resolution says member states should "incorporate into their social protection policies...the objectives of combating employment and re-integrating the unemployed into economic life". It urges governments to avoid "excessive charges on taxes and labour" which could have a "detrimental impact on employment".

The resolution calls on member states to build incentives into social protection systems by tackling the "unemployment trap". Most

EU social benefit schemes discourage job seekers from taking up low-wage employment because benefits are often higher than potential wages. "The issue is how we can build incentives for the jobless and for employers," the diplomat said. Member

## Moldova poll victor sets out priority

By Matthew Kaminski  
in Kiev

Mr Petru Lucinschi, the Moldovan president-elect, yesterday said resolving the conflict with the Russian-speaking separatist region of Trans-Dniestr would be his top priority.

The parliamentary speaker ousted the incumbent, Mr Mircea Snegur, in Moldova's first presidential elections on Sunday, winning 54 per cent of the vote, results showed yesterday.

Turnout was 73 per cent. The defeat of Mr Snegur marks only the second democratic handover of power in the former Soviet Union. Ukraine was the first case.

The Organisation for Security and Co-operation in Europe, which sent observers, said the elections were free and fair and noted no serious irregularities.

Mr Lucinschi, 56, called the stalemate in Trans-Dniestr, a region of 700,000 people that split after a brief war in 1992, a "painful headache".

Trans-Dniestr, where Russian troops are based, undermines Moldova's attempts at attracting foreign investment and tapping international capital markets with a \$50m eurobond issue next year. Numerous peace talks have broken down.

The region plans its own unrecognised poll later this month, which Mr Igor Smirnov, the self-styled president, looks certain to win.

Mr Lucinschi, who doubled his performance in the first round of voting, may be able to offer the Trans-Dniestr leadership a sweeter autonomy deal than the distrusted Mr Snegur, observers said yesterday.

Backed by left-centre parties, Mr Lucinschi's campaign sought out ethnic minority voters and promised warmer relations with Russia, the small country's chief trading partner and energy supplier.

Mr Snegur, a moderate in office, embraced nationalist campaign themes in Sunday's poll. He won 46 per cent support, gaining little on his performance in the first round on November 17.

**THE FINANCIAL TIMES**  
Published by The Financial Times (Europe) GmbH, Neckengasse 3, 6011 Frankfurt am Main, Germany. Telephone +49 69 150 1111. Fax: +49 69 150 1112. General Manager: J. Walter Breuer. Chairman: A. Koenig. Wilhelm J. Brösel, C. A. Koenig as Geschäftsführer and in London: C. M. Bell, Chairman, Alan C. Miller, Deputy Chairman, Michael Shand, Vice Chairman. The Financial Times (Europe) Ltd, London and F.T. (Germany) Adverdingen Ltd, London. Shareholder of the above mentioned two companies is The Financial Times Limited, Number One Southwark Bridge, London SE1 9HT.

**GERMANY:** Responsible for Advertising: Colin A. Koenig. Printer: Hartung International Verlagsgesellschaft mbH, Münster/Rheine, Postfach 4125, D-4813 Münster, ISSN 0174-7310. Responsible Editor: Richard Lambert, c/o The Financial Times Limited, Number One Southwark Bridge, London SE1 9HT.

**FRANCE:** Publishing Director: P. Manzana, 42 Rue La Boétie, 75008 Paris. Telephone: 01 57 56 8254. Fax: 01 57 56 8253. Printer: S.A. Nord Ecrit, 1571 Rue de la Côte, F-91100 Rosny-sous-Bois. Editor: Richard Lambert, ISSN 0174-7310. Commission Paritaire No. 670000.

**SWEDEN:** Responsible Publisher: Hugo Carney, 408 613 068. Printer: AB Kvällstidningen Expressen, PO Box 6007, S-110 66, Stockholm.

**UK:** The Financial Times Limited 1996. Editor: Richard Lambert, c/o The Financial Times Limited, Number One Southwark Bridge, London SE1 9HT.

## VW bullish in GM dispute

**V**olkswagen, the German car manufacturer, yesterday cocked a snook at General Motors by promoting Mr Javier Garcia Sanz to the crucial boardroom post of head of group purchasing.

Mr Sanz is one of eight managers whose dismissal GM had demanded as a condition for an out-of-court settlement of its US lawsuit against VW over alleged industrial espionage.

Instead, Mr Sanz was promoted to the job vacated last week by the resignation of Mr Jose Ignacio Lopez, the former GM executive at the heart of the battle between the two companies. Mr Sanz and seven other former GM managers moved to VW soon after the defection of Mr Lopez, in 1993.

VW also promoted Mr Rolf Zimmermann, a former GM manager unconnected to the "Lopez affair" to become head of group logistics. Mr Zimmermann, who has headed production at Skoda, VW's Czech subsidiary, since early this year, formerly ran Opel's main Rüsselsheim plant in Germany.

VW's shares fell by 5 per cent to DM687 yesterday on the back of foreign selling as investors reacted to the latest twist in the affair.

The promotions demonstrate VW's unyielding approach to the acrimonious battle with GM, in spite of a number of legal setbacks suffered recently in the civil and criminal cases in which it is involved in the US and Germany.

In a further indication of its resolute public approach,



Resolute in negotiations: Ferdinand Piëch, VW chairman

hesive as GM had hoped. According to VW, the two companies have already held talks about meeting GM's demand for substantial financial compensation, possibly in the form of purchases of car parts from Delphi, GM's components subsidiary. VW was also believed to have been prepared to market its products less aggressively in some unspecified regions where GM is trying to gain market share as an additional concession. A major sticking point was, however, the precise form of words of a document which VW would have signed accepting some regret

Haig Simonian

One problem was believed to have been whether signing such a document might have constituted a tacit admission of guilt by the signatories.

In spite of the uncompromising approach adopted by both sides in their battle, it is believed Mr Ferdinand Piëch, VW's chairman, has become less obdurate in recent weeks. With the renegotiation of his own employment contract looming next year, Mr Piëch may have grown more sensitive to the wider commercial and political implications of the dispute for VW.



President Alexander Lukashenko: combative against critics

Lukashenko last week swept aside the last obstacle to enforcing his new constitutional order by barring from the chamber several dozen deputies who had been holding out.

The new lower house was formed on Thursday. The 110 out of 199 - deputies voted in chorus, under Mr Lukashenko's paternal gaze. As the rest had been dismissed, no dissent was heard. The president wrote and signed a law dismissing an impeachment motion against him.

After the referendum Mr

the new constitution creates a Soviet-style vertical political structure where the president dictates policy. It gives the president 30 new powers and control of appointments to the courts and the new bicameral parliament. He can call a state of emergency and referendums.

His victory was all the sweeter for looking so precarious in the week before the vote.

As several cabinet members - the prime minister

## Business hits at Swiss poll result

By William Hall in Zurich

Switzerland's overwhelming rejection of a liberalisation of the country's labour laws over the weekend was sharply criticised by Swiss employers yesterday.

The Arbeitgeberverband, the Swiss employers' association, said the rejection had sent a "regrettable signal". Switzerland had missed an opportunity to give its depressed economy a boost.

In a referendum, 87 per cent of Swiss voters rejected a change in labour laws which would have opened the way for more overtime working and lifted a ban on Swiss women working night shifts.

It was one of the strongest No votes in a country which has more referendums than anywhere else in the world.

The decision will be seen as a sign of Switzerland's unwillingness to embrace more modern labour practices. But Swiss voters also narrowly rejected a tightening of its laws on asylum-seekers which could have had a more damaging impact on the country's international image.

The strength of the opposition to the proposed liberalisation of Swiss labour laws surprised some observers. It was rejected by every canton and by more than two out of three Swiss voters.

The proposed changes to the labour law would have ended the ban on women working night shifts in industry, and extend the definition of the normal working day from 8am to 11pm, but its office said his prognosis was "favourable".

Mr Havel, 60, a heavy smoker who lost his wife Olga to cancer earlier this year, was admitted to hospital last week after failing to throw off a persistent fit. After tests, doctors decided to undertake exploratory surgery to investigate a small spot on his lungs, which led to the removal of half of his right lung. Mr Havel is carrying out presidential duties from hospital. *Vincent Boland, Prague*

## EUROPEAN NEWS DIGEST

### Moscow sacks another general

The shake-up at the top of the Russian military claimed a fresh victim yesterday as the defence ministry announced that General Vladimir Semenov, commander of the ground forces, had been fired for activities "which slurred the honour and dignity of a serviceman". But there was confusion later after the presidential press service said that although President Boris Yeltsin "essentially agreed" with Gen Semenov's dismissal, he had not yet signed the necessary decree.

Gen Semenov, who was appointed in 1991, protested against his dismissal. "I have not received any clear or convincing reasons for my dismissal from the defence ministry," he said. However, the unusually harsh wording of the defence ministry statement suggested there had been a sharp clash.

Several generals have been sacked in recent months as the new defence minister, Gen Igor Rodionov, has swept away much of the old guard responsible for the conduct of the Chechen war.

*John Thornhill, Moscow*

### EU acts on sex discrimination

European social affairs ministers yesterday cleared the way for agreement on rules which will ensure that plaintiffs and defendants share the burden of proof in sex discrimination cases.

The report points out that "non-wage labour costs are too high, in particular to social-insurance contributions and to ill-balanced taxation on the different sources of income".

Under the directive a plaintiff will have to provide evidence of discrimination. The burden of proof will then rest with the defendant who will have to prove that there was no infringement of the "principle of equal treatment".

"At the moment the burden of proof lies with the plaintiff. This directive will shift that burden to the defendant, usually an employer," Mrs Eithne Fitzgerald, the Irish labour affairs minister, said. This would "meet a major concern of women's groups". The directive will not apply in the UK as it was introduced under the social protocol of the Maastricht treaty from which Britain has an opt-out.

*Caroline Southey, Brussels*

### Estonia cabinet posts agreed

Estonia's new minority government yesterday announced six more cabinet appointments to the 18-member team. The Baltic state's sixth government fell on November 22 when the Reform party, the junior coalition partner, walked out after Mr Tiiu Vaiki, prime minister, signed a secret co-operation pact with the rival Centre party.

The ruling Coalition party and Rural Union, which hold 41 out of 101 seats in parliament, rebuffed the prime minister's attempt at bringing Centre into the cabinet, however, and opted for a less stable minority government.

Five of the six new portfolios previously held by Reform go to non-party ministers in a move aimed at getting opposition party support in parliament. Mr Toomas Ilves, former Estonian ambassador in Washington, becomes foreign minister while the economic ministry goes to Mr Jaak Lehmkuhl.

*Matthew Kaminski*

### Hospital stay for Havel

President Vaclav Havel of the Czech Republic is to remain in hospital for up to 10 days after doctors yesterday removed a small malignant tumour and half of one lung, but his office said his prognosis was "favourable".

Mr Havel, 60, a heavy smoker who lost his wife Olga to cancer earlier this year, was admitted to hospital last week after failing to throw off a persistent fit. After tests, doctors decided to undertake exploratory surgery to investigate a small spot on his lungs, which led to the removal of half of his right lung. Mr Havel is carrying out presidential duties from hospital. *Vincent Boland, Prague*

### BT seeks fines for laggards

British Telecommunications, warning against a slippage in the timetable for European telecoms liberalisation, yesterday called for fines on countries delaying reforms.

Sir Peter Bonfield, BT chief executive, said the EU should be ready to impose financial penalties on "reluctant implementers" that had a "tradition of non-compliance" with EU directives.

The BT chief, who was speaking at an FT conference on world telecommunications, was believed to be referring to EU countries such as Spain and Portugal which as yet have no independent regulators. *Nicholas Denison, London*

### Serbia under protest pressure

Tens of thousands of demonstrators marched through the snow in Belgrade yesterday, continuing their protests against President Slobodan Milosevic and his annulment of local elections claimed as victories by the opposition.

The regime had warned that police would move against the protesters but, apparently fearing bloodshed, they were reluctant to move against the crowds.

Serbia came under pressure at the European security summit in Lisbon yesterday to show restraint. Trying to stop the protests through violence or threat of violence "would dramatically increase the distance between the regime in Belgrade and the international community," said Mr Carl Bildt, international mediator for Bosnia.

*Laura Slifer, Belgrade, and Peter Wise, Lisbon*

### Editorial comment, Page 17

### French car sales tumble

The French car market ran out of steam in November, with registrations of new vehicles falling by nearly 23 per cent to 135,294, against 172,949 in November 1995, according to the Committee of French Car Manufacturers.

A sharp decline had been widely expected after the ending earlier in the year of a government incentive scheme for new car buyers, but the extent of the downturn surprised some analysts. In the first 11 months of the year, registrations totalled 1.98m - ahead 11.2 per cent from corresponding 1995 levels. *David Owen, Paris*

### ECONOMIC WATCH

#### French unemployment eases

##### French unemployment

French unemployment edged down by 12,000 - or 0.4 per cent - in October, but the monthly jobless rate remained a record 12.6 per

# Lawyers warn Anxiety over Emu starts to creep in on dangers of loophole

By Graham Bowley,  
Economics Staff

The single European currency could be used as an excuse to get out of loss-making financial contracts, prompting a flood of costly and disruptive litigation, bankers and lawyers are warning.

They are pressing governments to close a loophole they believe has been introduced in draft legislation drawn up by the European Commission which is to be presented to European heads of state at their Dublin meeting this month.

## Legislation to ensure continuity of agreements may be used to get out of obligations

The legislation was meant to guarantee the continuity of financial agreements such as bond and derivatives contracts during the change-over to European economic and monetary union. It was drawn up after long consultation between the Commission and banks.

The fear was that contractors might exploit "change of circumstance" clauses in their contracts to claim that Emu freed them from their obligations.

The introduction of the euro will mean contracts denominated in participating currencies will have to be converted into the euro. Bankers said they were satisfied with early copies of the draft legislation but that later versions had been amended. They believe looser wording means that "change of circumstance" clauses could be exploited to get out of obligations.

There is a concern that some European banking groups may have lobbied hard to amend the draft because they wanted to retain the freedom to renegotiate their contracts if they proved loss-making.

The controversy surrounds Article 3 of the European Commission's so-called Draft 25 legislation.

Early drafts stated that the introduction of the euro should not alter financial contracts, subject to "anything which parties may have expressly agreed with reference to the introduction of the euro". But the latter

reference to the euro was excluded from later drafts.

The tension has arisen because European authorities have tried to strike a balance between giving absolute priority to the terms of individual contracts on the one hand and to overriding them where necessary to provide absolute continuity during the change-over to the euro on the other.

Mr Cliff Dammers, secretary-general of the International Primary Markets Association, which represents banks and securities firms, said: "The danger is that by leaving the legislation so unspecified people will use the change of circumstance clause to try to get out of contracts."

The UK Treasury said it had consulted widely among London-based financial institutions and that the proposals had met with general approval.

The European Commission said the draft legislation was nearing the final stages of discussion although it was possible it could still be changed. Final agreement is expected within the next two months.

Mr Richard Tredgett, an associate at Allen & Overy, the law firm, said: "The message needs to be driven home to people drafting this legislation that we are concerned about this. The legislation has gone so far in eliminating most risks that we need to put it all beyond doubt."

The introduction of the euro will mean contracts denominated in participating currencies will have to be converted into the euro. Bankers said they were satisfied with early copies of the draft legislation but that later versions had been amended. They believe looser wording means that "change of circumstance" clauses could be exploited to get out of obligations.

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Banks are showing the strain as costs rise, says George Graham



Mr Jan Kalf should be calmer than most European bankers about the imminence of the first stage of European monetary union. His country, the Netherlands, is as sure as any European Union member that it is likely to join the first wave of Emu in little more than two years; his bank, ABN-Amro, began detailed preparations for the single currency two years ago and started to make provisions for the transitional costs last year.

Yet even Mr Kalf finds no room for complacency. "I am reasonably confident, but no one in the bank can guarantee to me that we will be ready on time. From time to time we still come across something that no one had thought about," he said.

In the last few months a similar edge of anxiety has crept in for many bankers in Europe. The euro is still a long way off, but some of their early confidence that they could take Emu in their stride has begun to erode in the face of the technological and organisational complexity of preparing for an event which remains so ill-defined.

In June, a survey of 205 banks for Cap Gemini Sogeti, the Paris-based computer services and consulting group, showed that 91 per cent were confident their information technology infrastructure would be

ready to meet the timetable for Emu. This was a remarkable level of optimism, considering 54 per cent had yet to formalise a strategy and only 15 per cent had allocated a budget for the necessary changes.

Mr Colin Stringer, managing consultant at Hoskyns, Cap Gemini's UK consulting arm, says a much greater degree of urgency is now evident.

Initial estimates compiled 18 months ago by the European Banking Federation suggested the conversion might cost the banking system a total of Ecu8bn-Ecu10bn (\$10.1bn-\$12.6bn) - around 2 per cent of annual operating costs over a three to four year period.

But that estimate was based on the assumption that the single currency would be introduced in a "Big Bang". The phased introduction at the wholesale level in 1999, to be followed three years later by a full scale switch to euro notes and coins, is generally reckoned to double the costs.

Nevertheless, individual banks have suggested that their own estimated costs will be manageable: about DM150m (\$98m) for Bayerische Vereinsbank, for example, £300m (\$501m) for Barclays Bank, Fl200m (\$117m) for ING Group, FM150m (\$22.6m) for Postbank and Sch500m (\$46m) for Creditanstalt.

Revenue losses, on the other hand, now look likely to be much greater than initially expected. Emu will wipe out foreign exchange trading between member

currencies, taking a huge slice out of revenues for some continental banks. But it will also reduce other treasury income and cut earnings from cross-border payments and correspondent banking relationships.

Banque Nationale de Paris has circulated a leaflet to its banking partners warning that the euro, coupled with the new Target system linking national payment mechanisms across Europe, will lead to a significant reduction in the number of accounts it keeps with correspondent banks.

What has bankers most worried is their dependence on factors outside their direct control: on software houses, which they can hurry along but cannot absolutely direct, and on governments, which they can neither

hurry nor direct. The immediate problems lie in the wholesale banking market, where the changeover to the euro is scheduled for January 1, 1999. Most software for both the front and back office comes in off-the-shelf packages such as Midas Kapiti and Wall Street. Some vendors have started to organise user groups to look at how they will need to rewrite existing packages, but a tug of war will still lie ahead over who will pay for the changes.

Even banks starting from scratch - with a new office or branch overseas, for example - are finding they cannot inoculate themselves against Emu. Requests for proposals now commonly ask software vendors to certify that their package is "Emu-compliant", but so much remains undecided about the workings of the single currency that only the simplest of programmes can do so.

"It is possible to put your hand on your heart and say that your software is Year 2000 compliant. Monetary

union may come around at the same time, but they are as different as chalk and cheese," Mr Stringer says. Preparing a retail bank for the euro opens up a much vaster array of problems - not just IT conversions but also realising cash machines and tills for the new notes, reprinting brochures, training staff. But the assumption that the retail phase can wait until 2002 is steadily collapsing.

"It's not possible to ring-fence wholesale transactions, so we believe that the market dynamic in the wholesale sector will spill over into retail," says Mr Stewart MacKinnon, head of the Emu unit at the Association for Payment Clearing Services, the federation which runs the UK's payment systems.

Apache, however, has decided to go ahead with the development of a euro payment mechanism for large value payments on the assumption that the UK will not be one of the first members of Emu.

Both France and Germany, which are much more likely participants than the UK, have also decided they cannot separate wholesale from retail and are preparing their retail payment mechanisms to be ready to handle euros from 1999.

That spills over into a range of other decisions. French banks, for example, have now concluded that they will have to print separate cheque books with a clear euro symbol.

For many banks, however,

## Emu: who's going to make it

J P Morgan Calculator 2/12/96

	Yesterday	1 week ago	4 weeks ago
Germany	100%	100%	100%
France	100%	100%	100%
Belgium	100%	100%	100%
Sweden	95%	95%	95%
Spain	95%	95%	95%
Italy	95%	95%	95%
Denmark	95%	95%	95%
UK	45%	40%	35%

The Emu calculator provides a weekly snapshot of the probabilities which financial markets place on selected countries being willing and able to join Germany in their single European currency in 1999.

Currency strategists at investment bank J P Morgan calculate the probabilities from the interest rate swaps market, in which investors swap floating rate interest payments on an investment for fixed-rate ones.

The probability which the markets place on France can be calculated by looking at the current difference between French franc and D-Mark swap rates and comparing it to the difference you would expect to see if Emu were postponed indefinitely.

## Bonn hints at softer stance on stability pact

By Lionel Barber in Brussels

Germany last night floated hints of a compromise during tense EU negotiations on a budget stability pact for countries taking part in economic and monetary union.

Mr Jürgen Stark, German state secretary for finance, told a news conference at the finance ministers' meeting in Brussels that there could be a "political agreement" on the outlines of the pact at the EU summit in Dublin on December 13 and 14.

Diplomats seized on his remarks as evidence that an isolated Bonn government was preparing a tactical retreat on its demand for near-automatic sanctions against countries running excessive deficits in the single currency zone.

The stability pact and the size of penalties have turned into the most difficult obstacle to an agreement on currency and budgetary discipline in the future monetary union.

Hopes of a deal rest on striking a balance between Germany's desire for guarantees that sanctions will be applied against fiscal delinquents and the 14 other EU countries which favour a less rigid approach. They want ministers to have the last word on when to apply penalties.

Mr Kenneth Clarke, British Chancellor of the Exchequer, said he was confident there would be movement among various countries, but added: "We have to ensure that whatever emerges is workable and not inflexible and remains completely under the political control of ministers."

Waigel is the chief proponent of the stability pact, seen in Germany as an insurance policy against EU leaders softening the entry criteria for the single currency to include weaker currencies such as the lira.

But if a government could show a severe recession was

EU finance ministers agreed yesterday to let the Nordic member states keep restrictions on the amounts of alcohol and cigarettes travellers may bring home from elsewhere in the bloc until after the turn of the century, Reuters reports from Brussels.

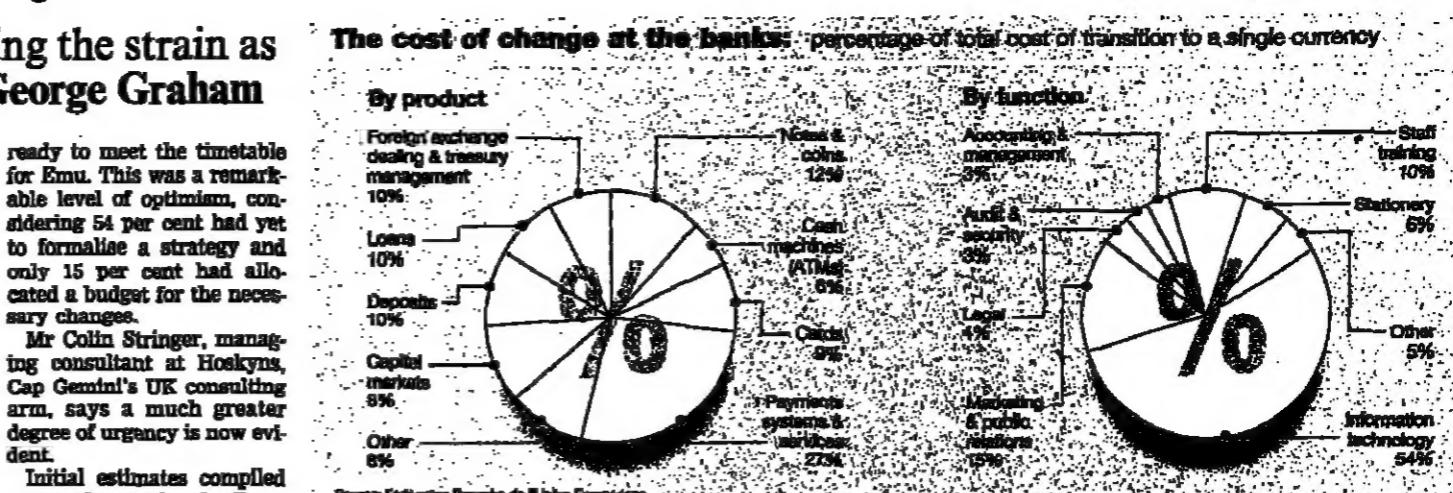
Under the deal reached at a meeting in Brussels, Finland and Denmark will phase out their travel allowance curbs by December 31, 2003.

Sweden - which refused to agree a final date for ending restrictions - will be allowed to keep its exemption from EU single market rules until June 30, 2000, when it will be reviewed by the EU again.

to blame for deterioration of its public finances, it might be able to escape the sanctions, which include public censure and fines.

Germany wants a recession defined as a 2 per cent annual decline in GDP. Others prefer a range covering a fall in output of between 0.5 and 2.0 per cent, thus allowing EU finance ministers discretion.

The central player at the Brussels talks was Mr Theo Waigel, German finance minister, who arrived late after attending the funeral of a colleague in Munich. Mr



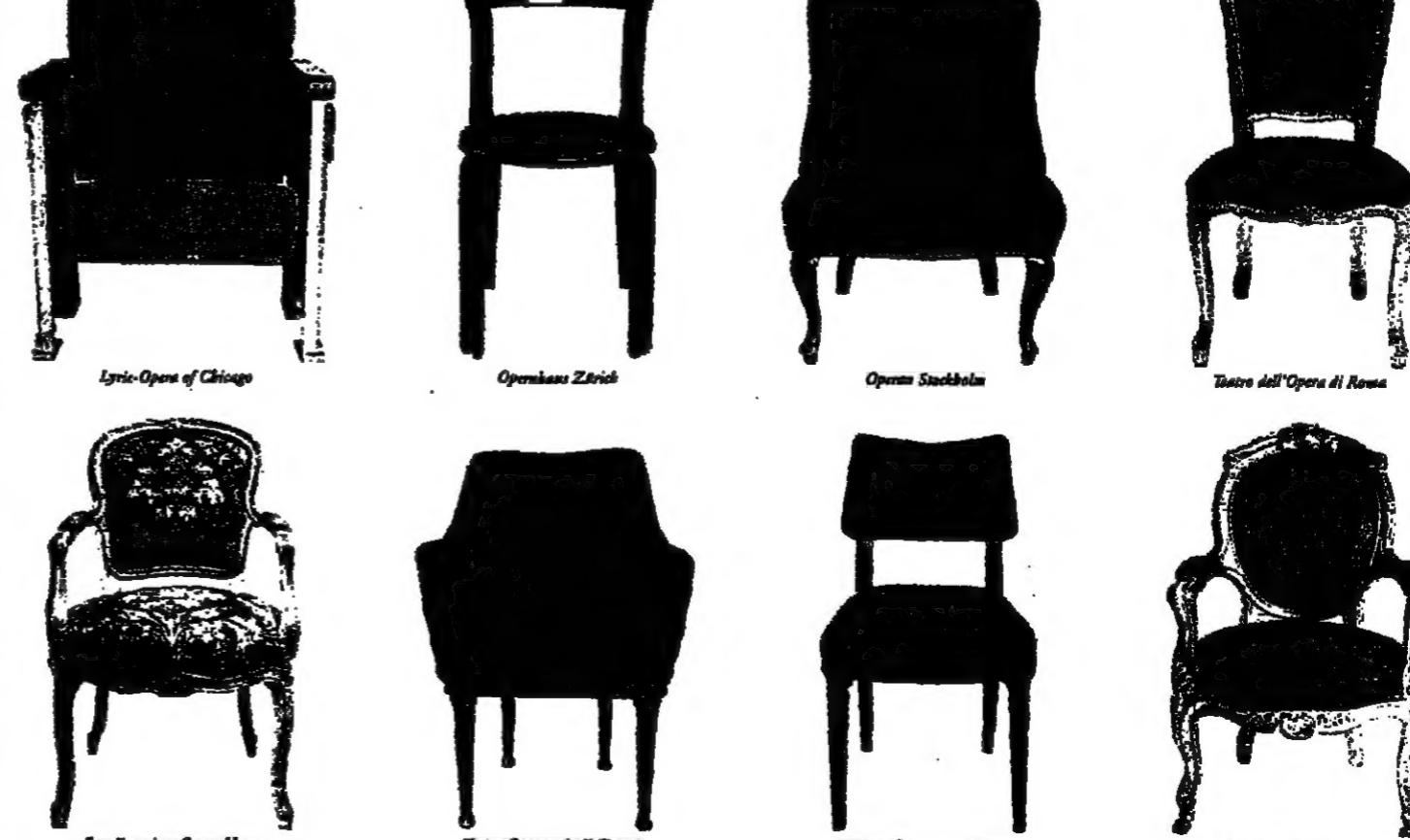
Source: Federation Bancaire de l'Union Européenne

Both France and Germany, which are much more likely participants than the UK, have also decided they cannot separate wholesale from retail and are preparing their retail payment mechanisms to be ready to handle euros from 1999.

That spills over into a range of other decisions. French banks, for example, have now concluded that they will have to print separate cheque books with a clear euro symbol.

For many banks, however, preparation for Emu has become not simply a question of reaching the finishing line in time, but of gaining an advantage over their rivals, especially at a time when so much of their revenue will be wiped out by the creation of the euro.

"It would make us look bad indeed should Emu fail to start and run smoothly. The ability to handle the euro from the start has become a matter of competition between European banks," says Mr Jürgen Sarasin, chairman of Germany's Dresdner Bank.



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Quador in economic form drive

bank put for sale

J. J. Vico 15/03

## NEWS: THE AMERICAS

# Ecuador in economic reform drive

By Justine Newsonne in Quito

Ecuador's President Abdala Bucaram has put convertibility of the country's currency "at the heart of a new economic policy" which includes plans for privatisation in the oil and electricity sectors.

Announcing long-awaited plans on Sunday night, Mr Bucaram said the policy was aimed at generating real gross domestic product growth of 4.5 per cent in 1997 and more than 6 per cent thereafter. Annual inflation, currently 25 per cent, and interest rates would be reduced to international levels, he said.

The government plans to make better use of what it regards as under-exploited resources, especially in the energy and mining sectors. In the oil sector, private companies will be able to carry out risk investments in exploration, production, transport and storage. The state company PetroEcuador will be split up and its different activities transferred to the private sector, starting with 49 per cent of its distribution subsidiary Petrocomercial.

In the electricity sector Mr Bucaram pledged another reform of a privatisation law passed by Congress in September. This would allow a majority instead of a minority stake to pass into private hands.

The convertibility programme, which begins on July 1 next year, is modelled on the Argentine system. Ecuador's currency, the sucro, will be pegged to the US dollar at a fixed nominal exchange rate of 4 sucros to \$1.

Under the programme, Ecuador's foreign exchange reserves will have at least to match sucros in circulation. This limits the central bank's powers to accommodate date shocks - from, for example, a drop in the price of oil. Ecuador's largest export - by devaluation of the currency.

Mr Domingo Cavallo, the former Argentine economy minister who has been advising Mr Bucaram, said last

## Ecuador: putting the house in order

	1996	1997	1998	1999	2000
Real GDP growth (%)	1.5	4.0-5.0	6.0-7.0	8.0-9.0	10.0-11.0
Public sector deficit (% of GDP)	4.0	0.0-1.0	0.0	0.0	0.0
Inflation (% year-end)	200	150-200	100-150	50-100	50-100

Source: Ecuador government

# Rio bank put up for sale

By Geoff Dyer in São Paulo

Banerj, the troubled Brazilian bank owned by the state of Rio de Janeiro, is to be privatised for a minimum price of R\$480m (US\$486m) at an auction on December 17, the state government announced yesterday.

The Rio government also said the International Finance Corporation, the World Bank's private sector arm, was interested in investing in Banerj, either through loans to the new owner or by taking an equity stake.

An IFC investment in Banerj would be the first time the organisation has participated directly in a privatisation in Brazil, according to a World Bank official in Brasilia.

Seven financial institutions have already pre-qualified to bid for Banerj, including two foreign organisations, Bank of Boston and General Electric Capital Corporation. Potential Brazilian bidders include the two largest private banks, Bradesco and Itau, and Banco BBA Creditanstalt.

The same institutions, together with Golden Cross, have also qualified to bid for Banerj Seguros, the insurance company which is also being sold on December 17 for a minimum price of R\$43.3m. The deadline for pre-qualification is December 6.

Banerj, which is Brazil's second largest state-owned bank with 183 branches, was put under central bank control in December 1994 following fears of a liquidity crisis.

Peruvian leader's popularity plummets in spite of acceptance into Apec

# Old Fujimori magic loses its sparkle

The president who once could do no wrong now appears unable to do much right.

Even Mr Alberto Fujimori's diplomatic success in securing Peru's acceptance as a full member of the Asia Pacific Economic Co-operation forum (Apec) has failed to halt the slide in his popularity: his approval ratings have moved below the 50 per cent marker, according to almost all Lima's opinion and research organisations.

Polls show the president's once-admired authoritarian streak is now considered his chief defect. A perceived lack of concern for workers' welfare comes second. Though he is feted on foreign trips, two-thirds of Peruvians now say they would not vote for him.

Compounding his problems on the domestic front, Mr Fujimori has found himself uncomfortably at odds with the higher echelons of Peru's ever-influential armed forces, normally viewed as his staunchest allies.

The arrest by military officers last week of General Rodolfo Robles, a respected retired army officer who has been an outspoken critic of

human rights violations, has whipped up a storm of protest at home and abroad. Mr Fujimori has been forced into a series of contortions, agreeing with public condemnation of the heavy-handed actions of the supreme council of military justice, while reiterating his unconditional support for Peru's military brass.

The Robles incident has rekindled deep-seated suspicions among Peru's political and intellectual classes of the relationship between President Fujimori and the armed forces. At the same time disapproval of Mr Fujimori's performance among Peru's disadvantaged - always a bastion of support - has risen sharply from 15 per cent early this year to 45 per cent.

"The whole of 1996 has been negative for Fujimori," says Ms Giovanna Pefiafor of the Imagen polling group. "The style that didn't bother people before does now. They see him as eager to cling to power and that's something the Peruvian electorate has always punished."

The once uncannily astute Mr Fujimori has committed a series of political blunders



Fujimori: under fire from many directions

in recent months. The poor timing and subsequent mishandling of his second re-election initiative is the most obvious.

Having first engineered a law of dubious constitutionality, Mr Fujimori's government alliance then did everything possible to avoid a

Confidence in the government was hardly improved by scandals surrounding the shadowy Mr Vladimiro Montesinos, a central if unofficial figure in the presidential entourage. Charges of the security adviser's involvement with illegal drugs trafficking have been officially scotched, but popular suspicions remain.

Underpinning the political malaise are economic concerns. Anticipated second-half growth has failed to materialise and gross domestic product is expected to register 2.5 per cent growth by the year's end; in effect zero per capita growth.

Businessmen, once unanimously pro-Fujimori, are now vociferous in their complaints that the cooling of what had been considered an overheated economy has been exaggerated. Even this year's economic successes - negotiating a three-year extended fund facility with the International Monetary Fund, debt rescheduling with the Paris Club and the signing of a Brady debt accord - are viewed as craven obedience to unreasonable demands by creditors.

To appease criticism, Mr

Fujimori has stumbled into an incoherent series of apparently populist measures. He has announced a cut in the minimum tax on business assets and a reduced income tax rate for agriculture; created "special" import zones in the extreme north and south; backtracked on cutbacks in compensation for arbitrary dismissals; and promised an exporters' incentive package.

He continues tirelessly to cross-the-country almost daily, inaugurating schools, roads and health posts. But the old magic seems to be losing its sparkle.

Mr Fujimori's popularity decline is, however, "not necessarily irreversible," says Mr Alfredo Torres of the Apoyo polling and research organisation. "The stagnant economy and Mr Fujimori's authoritarianism are the main perceived problems. If he could be more conciliatory and decentralise government, he'd win back a lot of support."

But, for many observers, that would be like asking the leopard to change his spots.

Sally Bowen



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## NEWS: INTERNATIONAL

## Iraq signs up first oil sales contracts

By Robert Corzine  
In London

Iraq has begun signing agreements with international oil companies keen to buy Iraqi crude under the resurrected United Nations oil-for-food plan. It said yesterday.

Mr Mohammed Saeed al-Sabah, Iraqi foreign minister, was quoted in Baghdad newspapers yesterday as saying Iraq had already struck deals with foreign companies, though he did not name those involved.

Last week Somo, Iraq's state-owned international oil marketing company, set the price of Iraqi crude at a discount of \$1.50 a barrel to Brent Blend, the North Sea crude oil that serves as a global benchmark. The dis-

'Buying a spot cargo of Iraqi oil is not worth the political fire you'll draw'

court will be \$1 compared with West Texas Intermediate, the main US benchmark.

In London, the Department of Trade and Industry, which oversees the enforcement of sanctions against Iraq, said more than 40 companies had expressed interest in buying Iraqi crude oil.

Some industry executives thought the first cargoes might be snapped up mainly by crude oil brokers and traders, who have a lower political profile than large, publicly-quoted oil companies. "Buying a spot cargo of Iraqi oil is not worth the political fire you'll draw," said one US oil executive.

He predicted US oil companies wanting to buy Iraqi crude will probably do so initially through brokers, although privately-owned oil companies may be more prepared to deal directly with

the Iraqis. He noted, however, that "the economics are not that great for US companies".

Although a number of international oil companies have expressed an interest in buying Iraqi crude, the relatively small amounts involved are expected to limit the number of buyers.

Under the UN plan, Iraq will be able to sell \$2bn-worth of oil every six months. At current prices, that would require exports of 500,000-550,000 barrels a day.

Aside from specialised brokers and traders, potential buyers fall into several categories, according to oil traders.

Big buyers of Iraqi crude in the past may be keen to re-establish relationships with Somo. These include companies such as Coastal Corporation of the US, which before the 1990 invasion of Kuwait bought about 10 per cent of Iraq's exports.

But companies which have relied on Saudi Arabia and Kuwait to make up for lost Iraq exports in recent years may decide not to test their relationships with such big suppliers until Iraq's full return to the market.

Companies which have been negotiating oil development deals with Iraq, such as Elf Aquitaine and Total of France, are also frequently cited as being willing to support Iraq's limited re-entry into world markets by buying early cargoes.

It remains unclear whether Iraq will try to concentrate sales in any particular market. If it wants to maximise revenues, it will probably try to send as much as possible to Asian markets through its Min Al-Bahr terminal on the Gulf.

Some traders suggest Baghdad may want its limited exports to have as broad an impact as possible, in which case it will want to send substantial amounts to the US and Europe as well.

## Zaire rebel forces capture key town

By Michela Wrong in Nairobi

Threats to the stability of central Africa grew yesterday amid reports that Kisangani, the largest town in eastern Zaire, had fallen to Rwandan-backed rebels.

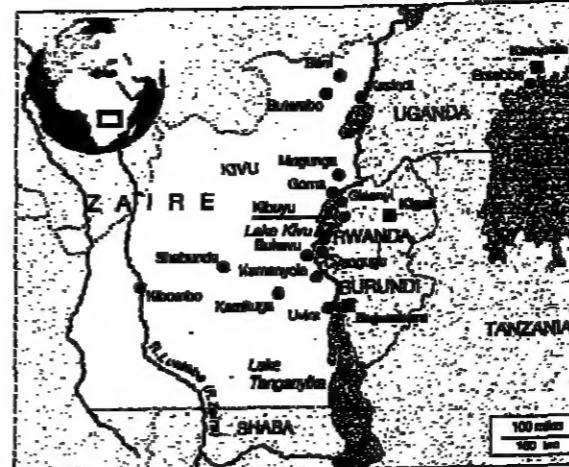
The news came as Zaire suffered a series of humiliating defeats since Tutsi-dominated rebels launched their October assault, had been ousted over the weekend from the key town of Beni, 250km north of Goma. They said Buma, another town 150km to the north, now looked in danger.

But it was not immediately clear whether the soldiers, looting and raping as they fled, had been routed by the Rwandan-backed Alliance of Democratic Forces for the Liberation of Congo-Zaire (ADFL) or Ugandan troops infiltrating from across the border.

Contradicting earlier accounts by military officials, Uganda's defence minister denied Zairean claims that his men had crossed the border to Kintambo, where South Africa's Anglo-American corporation has substantial interests, has had a dra-

matic spillover effect on Buma. Cited from their camps in south Kivu, Hutu rebels

are fighting their way across the country, apparently intent on re-taking in Tanzania, an area accessible to ordinary aid flights.



are fighting their way across the country, apparently intent on re-taking in Tanzania, an area accessible to ordinary aid flights.

said over the weekend it had stepped up a guerrilla campaign against the Tutsi army and fierce fighting was now raging in Burundi's five main regions, sending thousands of civilians into flight.

The latest regional reverberations have underlined the enormous complexity of the task facing a scaled-down international force still hoping to get aid to hundreds of thousands of stranded refugees from its operational base in Entebbe.

With both the ADFL, Zairean and Rwandan governments proving unco-operative, the force was humiliatingly reduced on Saturday to flying its first consignment to Kigoma in Tanzania, an area accessible to ordinary aid flights.

## Killing with kindness in central Africa

Michela Wrong on why the western aid agencies' humanitarian pleas are misguided

When the teeming refugee camps of east Zaire were finally broken up by Rwandan-backed rebels intent on removing the security threat on the border, it was time for some public breast-beating by the aid community.

Yes, aid workers admitted,

critical aid agencies.

"Aid agencies have

become the new front line of engagement now that the cold war is over," says Ms Alison Campbell of Care International. "But we don't have a mandate to do this and we shouldn't. It's not our job."

When fighting between the rebels, Zairean army and Hutu militiamen severed the refugees from relief supplies last month, aid officials depicted a catastrophe of huge proportions.

The medical charity Médecins Sans Frontières (MSF) calculated tens of thousands were dying of hunger and dysentery. Other organisations predicted a cholera outbreak was already underway.

Such warnings prompted a HRC reporter to describe conditions behind rebel lines as "a hidden holocaust".

So when the floodgates broke on November 18 and 600,000 refugees started streaming across the border, the aid organisations' credibility took a battering. In their vast majority, the refugees were in good health, fully capable of undertaking a five-day hike home. "There was definitely far too much speculation at the start,

based on a complete absence of knowledge, because no one had people on the ground," says Ms Brenda Barton, spokeswoman for the World Food Programme.

By the time the nightmare predictions had been exposed as non-existent, it was too late. The international community had mandated a multinational force to save the refugees. But it had ruled out disarming the camp headliners preventing

aids from relief.

But despite being offered a reprieve, most aid organisations

scream for international action but wash their hands of the implications.

The aid agencies scream for international action but wash their hands of the implications.

repatriation, a specific demand made by most aid organisations.

Having demanded action, the aid industry was thus presented with an operation likely to have disastrous results: re-establishing camps that were in a state of flux, allowing hardliners to regain their grip on the refugee community and giving a routed Zairean army a chance to counter-attack.

Many aid workers now pri-

vately admit the rebels' decision to attack Mugunga camp, triggering the influx into Rwanda, saved the UN from what looked set to be a fiasco of historic proportions.

"The rebels' timing was brilliant," confessed a UN official. "They saved us a lot of trouble."

But despite being offered a reprieve, most aid organisations

scream for international action but wash their hands of the implications.

"It's a classic case of power without responsibility."

The agencies' persistent alarm calls, their demands for action without apparent concern for the consequences, have highlighted a revolution taking place in the world of relief.

As it becomes increasingly dependent on government - rather than private - funding, the aid establishment has in recent years tended to abandon development work in favour of high-profile, media-aware emergency operations that allow western nations to tell their publics they took effective action.

"Agencies are competing for dwindling resources, competing for contracts and position and profile in the media," says Mr Mark Bow-

den, East African director of Save the Children Fund - one of the few agencies opposed to military intervention in Zaire. "Philosophically we are bankrupt. 'Go and feed them' is always our response."

Competing for shrinking aid budgets has led to increasingly aggressive salesmanship. "If we make a lot of noise about 20,000 refugees and there turn out to be only 10,000, you should not forget we are reliant on public money," says a Nairobi-based worker. "If we don't have money we can't work. It's sick, but it's true."

The danger, as the west withdraws from Africa, is that policy is being determined by a community with a vested interest in disaster but little at stake when the operations it calls into being go wrong.

As a scaled-down international force debates how best to reach the hundreds of thousands of refugees stranded in Zaire, it should remember that if things go sour, its crops will pay the price. And the aid agencies and media, who stridently demanded the intervention, will be the first to point the finger of blame.

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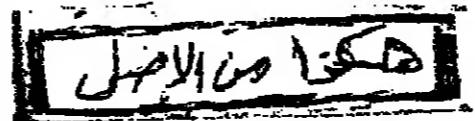
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## NEWS: ASIA-PACIFIC

# China pledges to continue Pakistan ties

By Terry Walker

China yesterday sought to reassure Pakistan that closer ties with India would not be at the expense of long-standing relations with Islamabad which include co-operation in the military and nuclear fields.

President Jiang Zemin of China told Pakistan's Senate that without stability in the whole of south Asia there "can be no peace and prosperity in Asia as a whole".

Earlier Mr Jiang had said "peaceful coexistence" had been the hallmark of relations between China and Pakistan, and this had contributed to regional security.

Islamabad views suspiciously China's efforts to bolster relations with India, fearing this might mean a lessening of Beijing's assistance which has been critical to Pakistani security.

India and Pakistan have fought three wars since independence from Britain 49 years ago. India tested a nuclear device in 1974, and Pakistan is widely believed to have acquired a nuclear capability.

Mr Jiang completed a three-day visit to India on Sunday during which the two sides reached agreement on slashing troop numbers along their disputed 4,500km frontier.

China and India fought a brief but bitter border war in 1962 and relations were chilly until a gradual thaw in the 1980s. Mr Jiang is the first Chinese president to visit India.

Beijing's efforts to improve ties with Delhi are part of regional attempts to build better relations with all its

neighbours. Mr Jiang said "close co-operation" with Pakistan would continue in the political, economic, and technological areas.

China and Pakistan signed seven agreements on Sunday to promote economic and trade co-operation, combat drug trafficking and protect the environment. The accord also covered the establishment of a Pakistani consulate in Shanghai and the continuation of Islamabad's consulate in Hong Kong after it reverts to mainland control on July 1 next year.

China made it clear it would continue assisting Pakistan in the development of a nuclear industry in spite of international concern about Pakistani attempts to acquire a nuclear capability.

"China and Pakistan enjoy good co-operation in the utilisation of nuclear energy for peaceful purposes... and our co-operation in this regard will continue," Mr Shen Guofang, China's foreign ministry spokesman, said.

The US has accused China of selling sensitive military and nuclear technology to Pakistan. This year it threatened sanctions over the alleged transfer of ring magnets for use in the production of nuclear weapons.

This followed last year's threatened sanctions over the alleged sale of M-11 missiles capable of carrying a nuclear warhead. Beijing denied these allegations, but has also agreed to tighten controls on transfer of missile technology.

China is helping Pakistan build a 300MW nuclear power plant. It is also engaged in joint ventures to produce tanks and aircraft.

By Michio Nakamoto  
in Tokyo

Japan's telecoms ministry and NTT are discussing a break-up plan for the domestic telephone group which would pave the way for a demerged long-distance operator to enter the international market, Japanese newspaper reports say.

NTT and the Ministry of Posts and Telecommunications have confirmed they are in talks about the possible future structure of the company but denied any agreement had been reached.

The Japanese government faces a self-imposed deadline to decide on NTT's future by the end of this month.

The Nikkei Keizai Shim-

bun (Nikkei), Japan's leading business newspaper, reported yesterday the telecoms authorities and NTT - which have been at odds over whether the domestic carrier should be split up along business lines - had agreed to break up the company into a long-distance carrier and two regional carriers grouped under a holding company.

Analysts believe the broad outline of the reported plan is plausible and welcomed the prospect of a decision in the 14-year-old debate over the future of NTT.

Failure to reach a decision, largely due to the opposing positions of NTT and the ministry, has hampered business decisions in

the industry. It has also raised concerns that the stalemate might leave Japan behind in the global race to build an advanced telecoms industry.

Mr Ryutaro Hashimoto, the prime minister, "has to do something to prove he is serious about reform and a decision on NTT is ideal for that purpose," an industry analyst at Nikkei Research Centre said.

The plan, which would establish a holding company to enable the demerged companies to operate as a group, would allay NTT's concern that a straightforward breakup would damage its ability to offer a seamless service and hurt its research and development capabilities.

NTT shareholders would get shares in the holding company.

The plan would also enable the ministry to save face after repeated failures to break up NTT because of opposition from the company's powerful labour unions.

The ministry has long called for a break-up on the grounds that NTT's dominance hampers competition in the mobile market. But amid rapid changes in the international market, political opinion in Japan is moving against a break-up.

The success of the latest plan would depend on the government lifting a ban on holding companies, a step under consideration.

## Court clears Enron project

The Bombay High Court has cleared the way for construction to restart on the much-delayed \$2.5bn Enron power project in India's Maharashtra state. The project is the country's biggest and most controversial foreign investment. The court dismissed a petition filed against the project by a union body, the Centre of Indian Trade Unions, closing a chapter in drawn-out delays to the development, widely seen as a benchmark for foreign investment in Indian infrastructure projects. "This is the last critical step in getting the Dabhol power project back on track for completion by December 1996," said Mr Kenneth Lay, Enron chairman and chief executive.

Work had started last year but was halted in August 1995 by a review of the power project by the Hindu nationalist coalition government in Maharashtra. Although the state government in January cleared a renegotiated agreement, work had been further postponed by lawsuits and delays in gaining other regulatory approvals.

Enron said work would restart "soon" after financing documents were signed. The project is a joint venture of Enron, General Electric Capital and Bechtel Enterprises. Enron owns 80 per cent of the project, with its partners each holding a 10 per cent stake. *Tony Tussell, Bombay*

## Ganges water deal in sight

Mr Jyoti Basu, chief minister of the Indian state of West Bengal, yesterday indicated that Sheikh Hasina, prime minister of Bangladesh, might visit Delhi as early as next week to sign a landmark agreement on the sharing of the Ganges water. The agreement could help improve the lives of 30m-40m people in Bangladesh who face gradual desertification because a dam built by India in 1975 dried up land fed by the river. Mr Basu said at the end of a six-day visit to Bangladesh there had been a breakthrough on the river dispute. The Ganges flows into Bangladesh through West Bengal and has been a bilateral problem for two decades. *Kazir Naqvi, Dhaka*

## OECD points to five sectors that will benefit from deregulation

## Controls 'hit growth potential'

By William Dewdney in Tokyo

Japan could boost its maturing economy's growth rate by six percentage points over the next decade if it lifted government controls in five business sectors, the Organisation for Economic Co-operation and Development said yesterday.

Mr Kuniaki Shigebara, the OECD's head of economics, told a Tokyo symposium Japan would benefit far more from such deregulation than would the US, where a gain of only 1 per cent would result from the completion of a free market in those five sectors, according to a study delivered by Mr Shigebara at the symposium, organised by the Keidanren economics federation. The study would get a 4 per cent lift, predicted the study.

The initial shock of adjustment, an inefficient companies go out of business, would be greater in Japan than in the less regulated US or UK. However, Mr Shigebara argued that the flexibility of the Japanese labour market, in which employers

can quickly adjust wages and reassign surplus workers to new jobs, would help it handle such a transition. Changes in the traditional lifetime employment system were adding to labour flexibility, he argued.

Mr Shigebara highlighted several sectors where recent Japanese deregulation measures have already brought significant gains.

In retailing, the abolition four years ago of an effective ban by small retailers on the opening of new supermarkets has led to a doubling in the rate of closure of small shops and a sharp rise in closure of large ones.

In telecommunications, the banning two years ago of a rule preventing people from owning, rather than renting, portable telephones,

has helped the number of subscribers to rise from 40 million to 120 million over the past decade. Subscription fees have fallen by 82 per cent over the same period.

However, the potential is far greater. The OECD estimates that output prices would fall by another 15 to 20 per cent on average in the five sectors picked in its study, assuming full deregulation.

Even after the mobile phone revolution, for example, much more could be done in telecommunications, where Japan's international phone charges are 70 to 80 per cent above those in the US and Germany.

Productivity gains of up to 20 per cent could be achieved in the most highly regulated businesses, says the OECD.

officials of the US company have been convicted.

"It's a manifestation of a deeper problem, that the government is not interested in providing appropriate care for poor people," said Mr Satinath Sarangi of the Sambhavna Trust, a charity for gas victims.

During the holiday to commemorate the disaster today, demonstrators are expected to burn effigies of Mr Warren Anderson, Union Carbide chairman at the time, and Indian officials of the company. Local groups believe far more people died in the disaster than the official toll of more than 4,000.

**Mark Nicholson and Rohit Jaggi**

## New flood of Bhopal claims expected



Patients await treatment for eye and chest complaints outside a Bhopal hospital in the days immediately after the gas leak

**M**ore than a quarter of a million fresh claims for injury are expected from victims of the gas leak at a Union Carbide plant in Bhopal, which occurred exactly 12 years ago today.

The flood of fresh cases from the world's worst industrial accident, which killed 4,000-5,000 people, comes as a result of the government fulfilling a legal requirement to renew its appeal for victims to come forward with claims. The new claims will include children left out of earlier appeals, and others with a wide range of symptoms, such as tuberculosis, that have only recently emerged.

The appeal on December 10 could bring to more than 800,000 the number of Bhopal citizens

who have filed for compensation. "The gas diffused throughout all Bhopal, so almost everyone in the city will claim," says Mr K.K. Thasius, a city health director.

At around 1am on December 3 1984, more than 40 tonnes of poisonously gaseous pesticide gas leaked from the plant run by Union Carbide, the US chemicals group, on the edge of Bhopal. The gas cloud immediately killed at least 2,000 people living adjacent to the plant, causing thousands of later deaths and creating lung, eye and gastric complaints in hundreds of thousands more.

Government officials are still struggling a dozen years later with a complex, controversial and incomplete compensation programme. The disaster has left thousands of gas-affected Bho-

pals suffering twice the national level of health morbidity and a steep rise in cases of tuberculosis. TB incidence in the city is more than three times the Indian average of 18 cases per thousand people, according to health officials.

Union Carbide paid \$670m to the Indian government after years of argument and litigation in 1992. So far Rs3.85bn (\$65m at present rates) have been paid to 325,000 victims in awards ranging from Rs25,000 to Rs600,000. Union Carbide, which sold its interest to Ever Ready Industries in India after the disaster, is also providing funds for a Rs2.5m hospital in Bhopal.

A claims panel has decided on nearly three-quarters of the current total of 800,000 claims for

injury and loss of life or livelihood. Mr D.S. Jain, registrar of the government-funded claims approval agency, said the remainder of existing claims were less likely to result in awards. But he said the number of new claims, which would have to be taken seriously following the new appeal, was likely to exceed 250,000. Mr Jain said the new claims would mean adjudication could take two years to complete.

Lobby and self-help groups are highly critical of the compensation procedure and other aspects of the aftermath. They claim that medical research and monitoring into the poison effects was ended prematurely and is incomplete, that the site of the Union Carbide plant is still leaching pollutants into water supplies, and that no

officials of the US company have been convicted.

"It's a manifestation of a deeper problem, that the government is not interested in providing appropriate care for poor people," said Mr Satinath Sarangi of the Sambhavna Trust, a charity for gas victims.

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## Valencia

on Monday, December 9

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FT Surveys

### INTERNATIONAL ECONOMIC INDICATORS: PRICES AND COMPETITIVENESS

Yearly figures are shown in index form with the common base year of 1985. The real exchange rate is an index through other quarterly and monthly figures show the percentage change over the corresponding period in the previous year and are positive unless otherwise stated.

	UNITED STATES			JAPAN			GERMANY		
	Consumer price	Producer price	Unit labour cost	Consumer price	Producer price	Unit labour cost	Consumer price	Producer price	Unit labour cost
1985	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
1986	101.9	98.6	102.1	98.0	100.4	101.4	99.9	97.5	103.8
1987	105.6	100.7	103.9	97.5	75.1	101.3	102.5	102.5	110.8
1988	109.9	103.1	106.8	99.4	71.0	102.4	94.2	92.3	104.1
1989	115.2	108.1	109.8	101.4	74.9	105.1	94.2	92.3	104.2
1990	121.5	118.5	113.5	104.0	73.2	108.4	95.7	102.8	107.5
1991	125.9	119.5	116.0	107.1	74.1	111.9</td			

JAPICO

FINANCIAL TIMES TUESDAY DECEMBER 3 1996 \*

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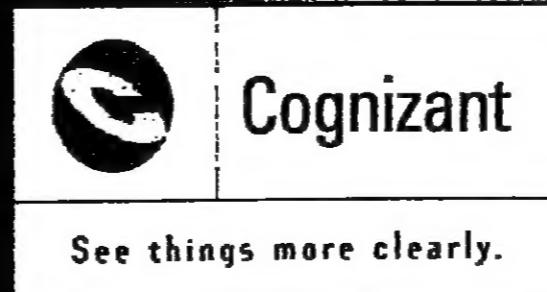
Philippines puts  
growth spur

clears Enron project

water deal in sight

expected

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## NEWS: UK

# Premier may end Emu waiting game

By Robert Peston in London, Lionel Barber in Brussels and Bruce Clark in Lisbon

Mr John Major, the UK prime minister, will in the next few months move tantalisingly close to stating that sterling would not join a single currency in the first wave if the Conservatives won next year's general election.

But a decision to rule out British participation remains remote for fear of prompting the damaging resignation of Mr Kenneth Clarke, chancellor of the exchequer.

"The gains of having a firmer policy against monetary union would be offset by the inevitable row with the chancellor," said one

of Mr John Major's most trusted colleagues. "Anyway everyone knows we would not go in if elected for a fifth term."

Mr Clarke made clear yesterday that he will not tolerate any change in the government's current position of keeping open options on the single currency. He has told friends he will quit rather than agree to a shift.

Reports that Mr Major is close to abandoning the government's wait-and-see policy were slapped down by Mr Clarke as "preposterous". Speaking before a meeting of EU finance ministers in Brussels, Mr Clarke said that shifting the policy "would be no way to fight an election nor to present those who

are governing party at all". However, the foreign secretary, Mr Malcolm Rifkind, gave a less aggressive rebuttal. "I'm very happy with the existing policy. I have no reason at all to believe it's going to change," he said.

After conferring with Mr Major, who flew in to join him at a European security summit, Mr Rifkind said that the official Emu position was the one spelled out by him during the Conservative party conference.

Significantly, this omits the stipulation, which Mr Clarke insists on, that the currency option should be kept up to and through the election. Instead, it says ruling out membership now would not

have a damaging impact on UK influence over Emu negotiations.

Meanwhile, Mr Clarke tried to reassure his more sceptical colleagues that he had won "copper-bottomed" guarantees at the Brussels meeting that the UK will be legally exempt from common rules on currency and budgetary discipline in the event it does not take part in Emu.

Mr Clarke, relishing a chance to show how the UK was playing an active role in the Emu negotiations, said he had won a change in a proposed EU regulation which defines the legal status of the euro.

Told reporters: "We wanted to make it crystal clear that this regulation does not apply to those who

opt out. We got it without any particular difficulty."

Mr Clarke also made good his earlier pledge to MPs that he would make no binding agreements on the single currency by placing a "scrutiny reserve" on all decisions at yesterday's meeting, pending a Commons vote on the Emu preparations. Legally binding decisions would not be taken until next year around the time of the EU summit in Amsterdam, he added.

Meanwhile, Sir John Redwood, the influential Eurosceptic former minister, showed he remains deeply mistrustful of the pro-Euro派 Mr Clarke, by urging fellow MPs to lobby for amendments to single currency regulations.

## UK NEWS DIGEST

## N Ireland sees beatings rise

There has been a sharp rise in "punishment beatings" in Northern Ireland this year, the UK government disclosed yesterday. Sir John Wheeler, a minister in the Northern Ireland Office, said there had been 276 punishment beatings between January 1 and November 25 this year; 158 of them inflicted by republicans and 118 by anti-nationalist "loyalists". This represents a rise of 59 on the whole of last year when there were 217 beatings. There were only 254 beatings in the four years before that (1981 to 1994 inclusive). Sir John said the figures did not include punishment shootings. Punishment beatings increased markedly after paramilitary groups declared ceasefire in 1994. In one of the most recent incidents, a man of 21 was attacked at night in his Ballymena flat by five men, four of whom had baseball bats and the other a gun. The man was shot three times in one leg by the gunman and beaten by the other four, who also set fire to the man's furniture.

PA News

## Clear whisky not the right spirit, say Scots

Producers of Scotch whisky are taking the Isle of Man's Glen Kella distillery to the High Court in London. They argue that the island's spirit cannot be called whisky - or whiskey - because it fails to meet European Union definitions.

"Whisky must retain the colour, aroma and taste derived from its distillation and maturation," says the Scotch Whisky Association. A lawyer representing the SWA adds: "If we can't stop this one, I don't know what we can stop." The case is due to come to court in February. Whisky is whiskey produced in Scotland.

The Isle of Man is not alone in producing whiskies which are strange to the Scots. India, for example, distills large volumes of whiskey under brands such as Bagpiper. But to the serious drinker of Scotch, only the colour of the subcontinent's spirit bears any resemblance to the "water of life" from Scotland.

But distillers of Scotch work closely through joint ventures with their Indian counterparts. One product is an "ad-mix" whiskey in which Scotch is added to Indian spirit to make Indian whiskey.

Whiskey from the Isle of Man, which lies between

England and Ireland, starts as Scotch whisky. "We buy a good five-year old blend and an eight-year-old malt from a Glasgow broker," explained Mr Andrew Dixon, whose family owns Glen Kella.

The company then redistills the spirit in a process developed over the past 20 years. Mr Dixon says all the flavours of the Scotch are retained but the spirit is colourless because "a heavy tar residue" is left behind.

It is pure whiskey with a sweet, smooth, long palate and a nice complex taste," said Mr Dixon, who hopes to sell 3,000 bottles this year. Half the buyers are in the Isle of Man; the rest largely in Germany and the UK.

The court case could become complicated because EU regulations define the process only up to the spirit's maturation. In February, the case could become a defining moment for the Scotch industry.

Roderick Oram

Strategic planning is detri-

mental because it removes some of the 500 or so flavour elements from the spirit.

"Once it has matured, it doesn't need anything else doing to it," the SWA says.

But for decades, Scotch producers have put their spirit through further processes after the cask. First they dilute the spirit from cask strength of about 60 per cent alcohol by volume to 40 per cent with demineralised water. Caramel is sometimes added to darken the colour.

Lastly, before bottling, the spirit is cooled to about 0°C and filtered to remove fatty acids. These are taken out to prevent the "chill haze" that can occur when whisky gets very cold.

Scotch purists like their spirit cask strength and unfiltered. "I do love getting some of the stuff straight from the cask," says a senior distiller in Scotland. "The filter is a compromise. It keeps the Scotch clear but it takes out some of the mouth-feel, the wonderful rounded feeling of the whisky."

With the High Court in London likely to be filled with such passionate argument in February, the case could become a defining moment for the Scotch industry.

Yester-

day by the Stagecoach consortium and by English Welsh & Scottish Railway, the US-owned company which runs bulk freight trains and a growing range of non-bulk services.

Both bidders are understood to have had problems framing their bids because of the extent of RFD's losses. It has recently been losing £1m (£1.7m) a week before interest

charges, a figure almost equal to its turnover of £60m a year. It employs 1,500 people and, before the recent Channel tunnel fire, ran about 160 freight trains through the tunnel each week.

BR wrote off the entire £500m value of RFD's assets and commitments in its last accounts, including £200m worth of trains and terminals and £200m to cover the

minimum charge for use of the Channel tunnel over the next 10 years.

Neither bidder put in completely compliant initial bids.

A decision on the winner is expected within the next few weeks.

EWS said: "Regardless of whether we win RFD or not we will compete with a container service through the Channel tunnel."

## Bank rule change cost 'too high'

By John Gapper, Banking Editor

The costs and upheaval that would be involved in changing the structure of financial regulation to unite the supervision of banking and securities firms are too high to be worthwhile, Mr Howard Davies, deputy governor of the Bank of England, said yesterday.

Mr Davies was responding to a recent study suggesting that the job of supervising banks should be passed from the Bank of England, the UK central bank, to a separate commission. He said that banks were still sufficiently distinct to warrant supervision by a separate body.

Mr Davies said recent proposals by Mr Michael Taylor, a former Bank of England official, had been "considered and thoughtful", but the "substantial upheaval and cost" would not be worthwhile.

But he indicated guarded

support for the opposition Labour party's policy of abolishing self-regulating organisations such as the Securities and Futures Authority, and folding them into the Securities and Investments Board.

Mr Davies said that of SIB, of which he was a member, was neutral on the issue of organisation of regulation. But "it may well be that, in some areas, consolidation would make co-operation easier to achieve".

There has been growing support for unification of banking and securities regulation because securities firms have been bought by banks. Many financial institutions have complained of having to report to too many regulators. "Even speaking as a regulator myself, I would have to accept that you can have too much of a good thing," he said.

Derivatives rules, Page 28

The heavier trucks would cause less wear than the 40-tonne, five-axle lorries currently allowed because the total weight would be spread more widely, he said. The 44-tonner would cause less wear than the 40-tonne, five-axle trucks which will be allowed from January 1999, he added.

The heavier trucks would be no larger than those now on the roads but they would allow shippers and hauliers to fill the space in their vehicles more effectively. At present some large vehicles run partly empty because they have reached their weight limit.

The UK department of transport believes heavier trucks would allow hauliers to reduce fleet sizes. It puts the potential reduction at 6,500 of the 75,300 37-tonne and 38-tonne vehicles in use, but the cut might be only half that if traffic switched from rail to road.

The Freight Transport Association welcomed the proposals. The Council for the Protection of Rural England, however, said heavier vehicles should not be allowed until enforcement of the widely-ignored existing weight restrictions was tightened.

## Seizures up 6% to record

Number of seizures

Total 6000+

5000+

4000+

3000+

2000+

1000+

0+

1990 1991 1992 1993 1994 1995

Source: Home Office

Other drugs

Cannabis

Methamphetamine

Heroin

MDMA

Amphetamine

Cocaine

Other drugs

Other

Source: Home Office

Other

John Lewis

FINANCIAL TIMES TUESDAY DECEMBER 3 1996

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are

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Material  
in warp



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## TECHNOLOGY

A 'quantum leap' in loom design development promises substantial production cost savings, writes Andrew Baxter

# Material gain in warp speed

**A**mid the ceaseless din of a large weaving mill somewhere in Europe, a new type of loom is churning out material for sports-wear. "It's working 24 hours a day and we've sold 80,000m of material from it," says the mill owner. "The customers don't know the material has come from the new machine - they would not be able to tell the difference."

The machine - the first of its type to be tested at a customer site - has had its share of teething problems in the past year but has generally been running well, says the mill owner, who wants to remain unidentified. "The key advantage is that it is so much faster than our other machines. It's producing as much as three of them," he says.

The new loom goes by the unremarkable name of the M8300, but is seen by its manufacturer, Switzerland's Sulzer Rütti, and by independent textile technology experts as an important advance for a 5,000-year-old industry.

Weaving is an arcane world of wefts and warp, where words such as "shed" and "pick" have a special meaning and "beating up" is not an arrestable offence.

Over the past few decades companies such as Sulzer Rütti, the world's biggest weaving machinery producer, have tried to find better, faster ways to pass a weft yarn through the "shed" formed by lifting alternate warp yarns. A pick is one pass-through by the weft, which then has to be beaten up against the existing material.

Several developments this century have brought big increases in weaving speeds followed by incremental improvements as the technologies were fine-tuned. In the 1950s the arrival of projectile weaving machines, invented by Sulzer Rütti, removed the need to throw a shuttle to carry the weft backwards and forwards across the warp yarns. In the 1970s came further methods to get the weft across, with the fastest results coming from airjet machines.

These use compressed air to blow the weft across and have taken the weft insertion rate from 200m per minute in the days

of shuttle looms to about 2,000m. But the M8300, even before it has gone into production, is achieving speeds of 5,000m per minute, equivalent to 70m of material an hour at a standard width of 1.9m. "Over the past 15 years we have had a steady increase in weaving speeds," says Gerhard Eggers, director of the Institute of Textile Research near Stuttgart, who has been closely involved in the project's development. "But this technology jumps - it's a quantum leap."

The breakthrough has been achieved through a fundamental design rethink. The warp yarns are passed over a continuously rotating drum, 210mm in diameter, on which combs lift alternate yarns to form four tiny sheds simultaneously. Airjets blow the wefts through the sheds, which are then beaten up by bars between each row of combs and cut off at the ends.

By finding a way to insert four wefts at once, Sulzer Rütti has achieved what has long been a dream in the weaving technology world - a "multiphase" machine.

Theoretically, this could be achieved in two ways. Loom-makers have tried creating a number of sheds in the weft, the

so-called wave-shed principle, but the rapid acceleration and braking of the weft caused the yarn to break, and these "mispicks" were very difficult to mend. Instead, the Sulzer approach creates sheds in the warp direction - the sequential-shed principle. This has been tried before but never achieved weft insertion speeds higher than those of conventional airjet machines.

The M8300 achieves its speed by making about 2,800 picks a minute, but Alois Steiner, Sulzer Rütti's systems development chief and "father" of the machine, predicts that weft speeds of 10,000m a minute will be possible in five to 10 years.

Even at current speeds, however, the machine would be a big step forward for textile companies making standard fabrics, which constitute about 85 per cent of the world fabrics market.

There are other advantages too, says Steiner. In a conventional loom the warp yarns move up and down about 70mm but on the M8300 only half of the yarns are lifted by the tiny warp positioners, and by only about 12mm to 13mm, while the other yarns rest on the drum.

This sharply reduces strain on the warp threads, which could have important implications for the spinning industry. If the yarn does not have to be so strong, spinners could reduce the twist in the yarn, and increase production, says Urs Meyer, head of the Zurich-based Institute for Textile Machinery.

With fewer parts moving up and down or accelerating and braking, the M8300 does not have to be bolted to the floor and uses less energy. Sulzer Rütti claims its power consumption per square metre of fabric is the low-

est ever, and half that of modern airjet looms. For good measure, to the human ear the machine is only half as noisy as its present-day counterparts.

For textile companies, savings from the machine could be considerable. In the US 40 M8300s could do the same work as 119 conventional airjets but would require 40 per cent less space, 38 per cent less energy and 16 per cent fewer people. Including administration staff, such a plant's workforce would fall from 108 to 39, according to the US

Institute of Textile Technology.

Developing the M8300 has been a prodigious effort for Steiner and his team, involving 50 man years of work in the past 15 years

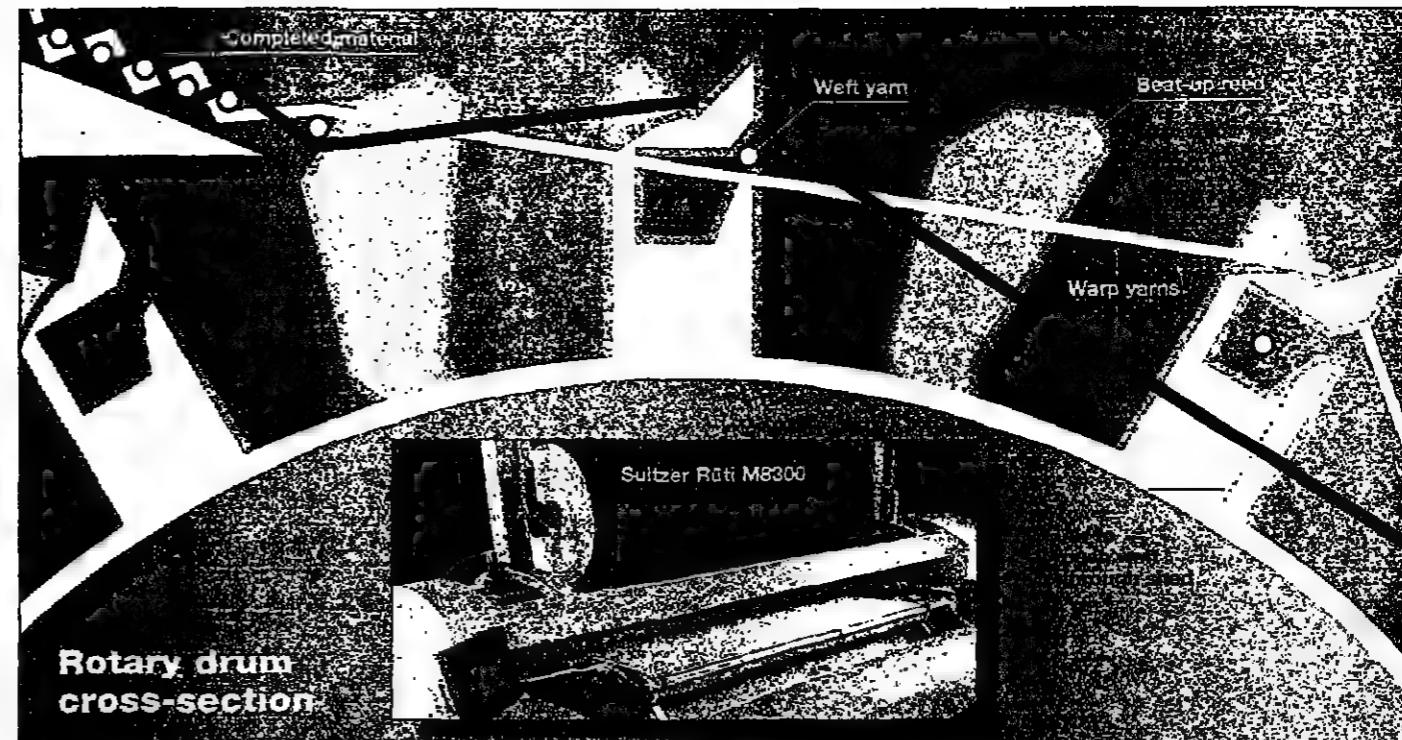
at Sulzer Rütti and sister companies in the Sulzer group. Work has been accelerated since 1992, when Helmut Pirchl became president of Sulzer Rütti, but even so development could not be hurried and hundreds of details had to be checked. "Our customers are very conservative," says Pirchl. "You have to plan a big market introduction like this carefully,

and get experience on the weaving floor. Customers want to see many references before they even consider investing."

That the machine could be developed at all is a measure of the progress made in a number of technologies since the first wood and rope model was made at the German textile institute in 1974. Airjet technology was in its infancy then but, says Eggers, has advanced to the stage where webs can be blown through very small openings. Manufacture of high-precision components has also improved, particularly over the past five or six years, says Eggers. Any mistake made while drilling the tiny air nozzles into some of the warp positioners, for example, could result in the web being blown off course.

Developments in machine controls, such as closed loop digital servo drives, have also helped, says Meyer. "This loom is the first where we have everything designed from the start for the new drive technology. That is the major breakthrough."

Sulzer Rütti hopes to deliver the first production models in 1998. A handful of other textile companies in Europe, the US and Latin America will test the M8300 next year, and another six machines will be sent to the first site in the next few weeks. "I need to have several machines to work out how much we will save in energy and labour costs," says the mill owner. "We are optimistic."



## Threads of hope

to a complete change in market shares in five years," says Meyer.

The new machine could not come a moment too soon for Sulzer Rütti. Although long-term demand for textiles is rising by about 3 per cent a year, the textile machinery market is highly cyclical and worldwide demand has halved since 1990.

The slump has affected Sulzer Rütti particularly badly. The strong Swiss franc and competition from low-cost Asian producers has led to a sharp fall in demand for its machines. Mounting losses at the company have taken the shine off a recent profits recovery at the Sulzer

group and increased the urgency of measures to get the business back into the black.

In October, with no sign of an end to the weaving machinery recession, Sulzer Rütti announced a big restructuring. By the end of next year its 3,200-strong worldwide workforce will be reduced by 950, and production capacity will be less than half 1990 levels.

At Rütti itself, a small town in eastern Switzerland, 600 jobs are to go as production is shifted almost entirely to the company's plant at Zuchwil, west of Zurich. The cuts will be a painful blow for the town of Rütti, which has been associated with textile

machinery since 1842, when Casper Bonneger began building the world-famous Bonneger cotton-weaving looms there.

The new machine could be a lifeline. "We are in a similar position to where Sulzer was in the 1950s with the first projectile machines," says Pirchl. "We are aware that the first few years will not be easy... but we hope to get a good share of the market."

The new machine will not replace looms designed to produce complex multicoloured weaves, and is likely to be too sophisticated for users of the 1.6m shuttle looms still at work mainly in developing nations.

But it could be very attractive to textile companies using airjet machines for high-speed weaving, says René König, Sulzer Rütti's head of advertising.

"The first potential market will be customers in the Far East and US exporting to high-quality markets," he says.

Sulzer Rütti's new machine is protected by about 60 patents, but if it becomes a significant factor in the market, competitors will produce something similar sooner or later, says Pirchl. "Our best protection is to stay ahead technologically," he adds. One area of focus will be to broaden the range of yarns which the machine can handle from staple fibres such as cotton and wool to include thinner filament yarns such as polyesters and nylons.

AB

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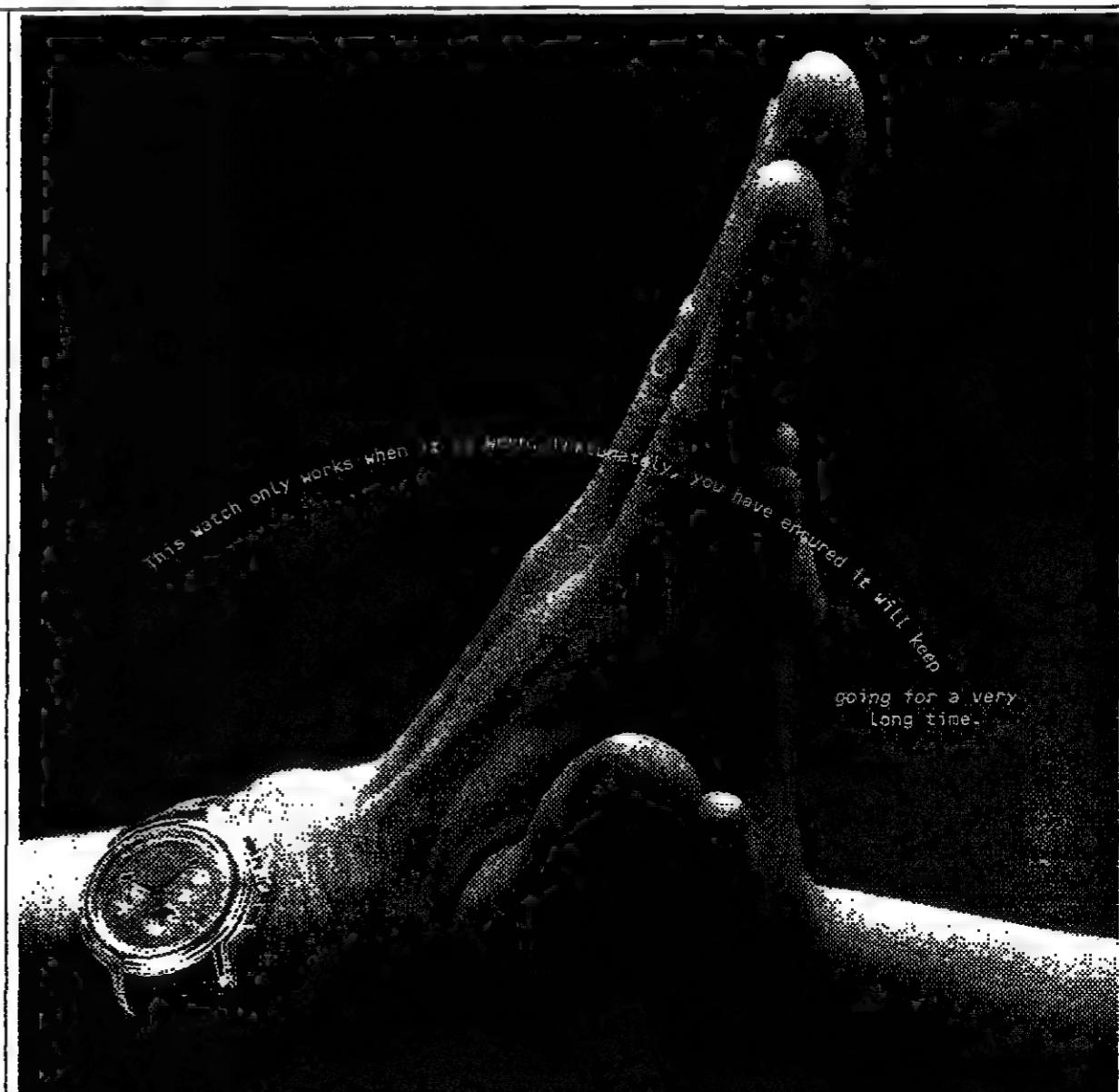
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## ARTS

# Celebration of the stark cityscape

William Packer reconsiders the work of David Hepher

**D**avid Hepher is 61 and a professor in the painting school at the Slade. With a career that now spans more than 40 years, a retrospective at an institution such as the Museum of London is well-earned and, in the light of his subject-matter, entirely appropriate. The pity is that the museum's constricted space allows only a narrow choice, representative though it is; and it will be seen by a more casual public than its quality and formal interest as painting would command at somewhere like the Tate or Whitechapel.

That said, the irony is that Hepher has already enjoyed his retrospective at the Whitechapel - 22 years ago. It did seem a little premature, and looking back at what I wrote I was indeed rather hard on it. I was distrustful of apparent shifts and changes in the work that seemed arbitrary and at times extreme, a search after style rather than a response to the needs and development of the work.

In particular, I took against the then-lates work: large, all-life-size paintings of the front doors, bay windows and garden fences

of a row of houses in Dulwich, presented with an assiduous matter-of-factness and painted dead-pan, brick by brick. I saw them then as the final step in a progress away from the early free Bombergian expressionism, the raw mixed-media experiments of the studio interiors that followed, towards a quasi-photographic realism.

To see them now, at the centre of this show, is I must admit, to see them in quite a different way. They no longer read as that fixed and final stage in a development, but rather as a link and a continuation. See it clearly and see it whole the deferral-principle for retrospectives was ever sound.

Hepher's subject has always been the world about him, the streets and tower-blocks, the cluttered studio. The earliest paintings are views across Sheffield roofs and back-to-backs, made when he was still a student. The streets and houses of Camberwell in the early 1960s, painted in open homage to David Bomberg with a rich impasto and free, direct expression, look as omniously as any later tower.

So, from a Sheffield terrace, one to Dulwich, and on to a Walworth block of flats may be no great step after all. A recent tower-



Openly becoming more experimental: 'The Hawks Tower, Elephant and Castle', 1988, by David Hepher

block painting, "Georgian Heights", contains an upended Georgian terrace that reads at first as but another tower-block. Again the shift from red-brick-by-brick Dulwich to the Walworth council estates which Hepher turned his attention to after the Whitechapel show, was not so great. Each modular flat and balcony on those blank cliff-faces was seen as no more than a brick of sorts. The same frontal presentation was retained, and the same attention to variation and incident within an encompassing, insistent regularity.

Over the last 10 years or

so, however, Hepher's method has loosened up, becoming more openly experimental in its practice and open-minded as to effect. The Piranesian fantasies of the late 1980s, setting high towers among the soaring arches and railway vaults of Victorian London, come as no surprise. Again it is the work over a lifetime being all of a piece, for what we see is but a renewed celebration of what was always inherent.

Without sacrificing anything or detail, here again are the rich, dense surfaces of the early work, and that free expressionist confidence

of application. And those cluttered studio interiors of the 1980s take on a renewed relevance. Table-top that might be landscapes, cities, wastelands, are given a physical actuality not just of paint, but of the wood and metal elements collaged to them.

In the most recent work,

the paint conforms to the

actual texture of the coffered

concrete walls while yet sus-

taining a conventional pictorial space. The canvas sup-

ports the image of tower and

wall, yet is ambiguously the

wall itself, smothered in

graffiti, that is surprisingly

seductive when seen for

London concerts/Stephen Pettitt

## Musicians of distinction

**W**here Michael Tilson Thomas polished the London Symphony Orchestra into a glittering, virtuous instrument, his successor Sir Colin Davis has evidently been busy applying one or two North European touches. Everything has become mellower, riper. Last week Radu Lupu gave Mozart's dark G minor piano Concerto, K 491 with the LSO under Davis last week as the curtain raiser - some curtain-raiser! - to Sibelius's *Kullervo* Symphony. It was a beautiful performance, eloquently shaped and Lupu's touch, crisp, precise, yet delicate, weighty but never stodgy, was perfection itself.

But it was on Sibelius's early epic symphony, composed in 1892, seven years before the first numbered symphony, that most minds were primarily focused. It is a strange work for a composer whose later ambition seemed primarily to distil; but the *Kullervo* Symphony, based upon the incestuous tale which is the great national epic poem *Kalevala*, positively and luxuriantly sprawls, offering a broad canvas upon which Sibelius struggles to find himself through an inclusive rather than exclusive process (among those included are Tchaikovsky and Strauss).

And that, given Sibelius's way of apparently allowing his music to unfold itself, was the only way it

could have been. Too often fingerwork was less than clean, the delicate close-to-the-keyboard style compromised by the occasional fluff, run or wrong note. But what else should we expect? With *Kullervo* Sibelius achieved at the very least a strikingly Finnish idiom, and a remarkable self-confidence into the bargain.

So no excuses need to be made for the ambitions nor for the derivative qualities of *Kullervo*. Nor, indeed, for the variety found within it: the huge opening movement an essay portraying the youth in heroic, Straussian, terms, the second a darker piece. The core of the work is, however, the third move-

ment, where soprano and baritone (the excellent Hillel Martineau and the young but more promising Karl-Magnus Fredriksson) enact the scene of *Kullervo*'s seduction of his sister before the formal narration of the male chorus, here the voices of the London Symphony Chorus, impeccably trained by Stephen Westrop.

A vivid battle Scherzo, and again with male chorus, a noble and touching death-movement, and the piece is over. Davis seemed to let it rather than to make it happen. And that, given Sibelius's way of apparently allowing his music to unfold itself, was the only way it

### Opera/Andrew Clark

## Tosca with a cutting edge

**I**n this age of spurious authenticity, let us give thanks for a truly authentic *Tosca*. The Royal Opera's historic production at Covent Garden may not be as old as the work itself, but it has an immutable style which, with the right cast and conductor, elevates Puccini's histrionics instead of cheapening it. That is why this latest revival is worth catching, even for those who believe *Tosca* is an opera to be seen once and never again.

For the second successive season, Galina Gorchakova asserts her credentials as an authentic Italian prima donna - something even her Russian compatriot Vishnevskaya, one of her most illustrious predecessors in this production, never quite managed to do. Gorchakova may lack Vishnevskaya's temperament - there is a coolness about *Tosca*'s trials of resolve in Act 2 which results in a low-key "Vissi d'arte" - and her armoury of expressive nuance is still quite bold; but she sings with lustre and Italianate style, the voice filling out with unassimilable grandeur at the top and bottom. Her other distinguishing traits are stage presence,



Authentic: Galina Gorchakova and James Morris in Zeffirelli's ageless production

somed enthusiasm.

Not everything works on the same elevated level. Keith Olsen's lacklustre Cavaradossi makes the evening sag inconveniently, and the Angelotti and Sacristan are sketchy. But Renzo Mongiardino's original settings are

still an eye-catcher, and there is no reason why the Zeffirelli production, created for Callas, should not continue to serve *Tosca* well into the next century.

Revival sponsored by Mrs Jayne Wrightsman.

French and Dutch photographs; to Feb 2

1982; to Jan 18

### Concert/David Murray

## Fatal attraction

**T**he Philharmonia and their conductor-soloist Christoph von Dohnanyi have been playing for two opera productions at the Paris Opéra. Naturally enough, they took the opportunity to bring them to the Royal Festival Hall (another of their residences) as concert-performances, with most of the original cast: Schoenberg's *Moses und Aron* a month ago, in a soberly impressive reading, and on Tuesday *Stravinsky's opera-oratorio Oedipus Rex*.

Re-rehearsing *Oedipus* should have been a matter of dusting-up; but at short notice the incestuous central pair had to be replaced. First their *Oedipus*, Philip Langridge, fell ill, and then at the last moment the Jocasta, Michelle DeYoung, lost her voice. As luck had it, Anthony Rolfe Johnson was available - and excellent, though cramped by Dohnanyi's unyielding tempo.

Perhaps Webern's subtle orchestration of the Ricarzare from Bach's *Mass in B* mustered up; but at short notice the incestuous central pair had to be replaced. First their *Oedipus*, Philip Langridge, fell ill, and then at the last moment the Jocasta, Michelle DeYoung, lost her voice. As luck had it, Anthony Rolfe Johnson was available - and excellent, though cramped by Dohnanyi's unyielding tempo.

As for Jocasta, Stefania Kaluza was hastily flown in to deliver her grand aria with grand, sombre dignity. Few contraltos sound fluently at home in this exaggerated role, natural and unforced. Willard White's *Tiresias* had great presence, if not quite his lowest notes, and Franz-Josef Kapellmann sang the bureaucrat Creon as cannily as any I've heard.

In Stravinsky's violin concerto, Viktoria Mullova was a strange soloist. She played all the notes in the right order, very efficiently, but her mind seemed to be elsewhere. She did nothing to endear character, and in the quick movements she and Dohnanyi were out-of-synch. The concerto deserves better.

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## COMMENT &amp; ANALYSIS



Martin Wolf

## Dear Ken, be decisive

If the chancellor wants to avoid the fate of his predecessors, he should raise interest rates now to avoid a tidal wave of bad news in the future

Dear Mr Clarke,  
You are beginning to worry me. Do you realise how much you sound like other chancellors who once revelled in the early stages of a consumer-led expansion? You will have to act decisively on interest rates if you are not to end up as reviled as they now are.

First, you need to be convinced that higher interest rates are what the UK needs. That will be difficult for you to accept just after you declared in your Budget speech that not only is "the British economy today prosperous and successful" but also "any risk to this recovery from inflationary pressures re-emerging remains a good way off".

Fortunately, you also said: "Eddie will keep me steady and I will continue to be canny." A canny chancellor would bear in mind that all the pressure upon him is to loosen policy at the earliest opportunity and tighten it at the latest; that the costs of reducing unacceptably high inflation exceed those of reversing a temporary slowdown; and, most important, that by the time everyone is convinced tighter policy is necessary, it will be much too late.

There is no small danger of explosive growth in consumer demand, fuelling another inflationary economic expansion. To understand the nature of the danger - and why the Budget has not done enough to forestall it - you need to ponder what drives inflation.

In your speech, you listed a number of reasons why you were confident about inflation: "Apart from oil prices, which have risen sharply, commodity prices are steady and are not putting upward pressure on inflation. Earnings growth remains sensible and modest. Producer price inflation - a good indicator of what is in the pipeline for retail price inflation - is at its lowest level since the 1960s.

Producer input prices are actually lower than they were a year ago."

All this is absolutely right. You could also add sterling to the list. The Bank of England's trade-weighted effective exchange rate has appreciated by nearly 14 per cent since the beginning of the year. But all these indicators relate to costs in the short term.

While you bask in months of good news on inflation, excessive growth in demand could bring a tidal wave of bad tidings thereafter.

Money matters for demand. Until it was far too late, it was largely those who watched broad money (M4) who foresaw the inflationary surge of the late 1980s. The rate of growth of the money supply had risen once again. It is growing faster than seems consistent with inflation at the government's target rate of 2½ per cent or less. Again it is monetarists, such as Mr Tim Congdon of Lombard Street Research, who are sounding the alarm.

I assume that you want to hit this target. After all, it is your own. If you do, remember what happened at the end of the last headlong expansion. The Red Book

published in March 1988 forecast the real growth of consumption that year at only 4 per cent, but it turned out to be 7.5 per cent. It forecast the growth of GDP at 3 per cent; but it turned out to be 5 per cent. The Treasury, in company with almost every respectable forecaster, was not just wrong in detail. It simply did not understand what was going on.

Ante-dictum? Far from it. Whether or not one accepts the monetarist policy of a strict rule for monetary growth - and I, for one, do not - there can be no serious question that persistently excessive growth of broad money and credit has consequences for aggregate demand. First, it will raise prices of other assets; then, it will raise spending; finally, it will raise inflation. It happened before. It will happen again.

The first part of this story is now well advanced. Monetary growth is high in relation to inflation - and has been so for about three years. House prices are rising once again, most recently at about 7 per cent a year. The stockmarket is strong and business confidence is buoyant.

I assume that you want to hit this target. After all, it is your own. If you do, remember what happened at the end of the last headlong expansion. The Red Book

above 3½ per cent would almost certainly raise inflation. With job vacancies above their long-term average, the output gap may itself be small. What is needed most of all, therefore, is room to accommodate extra investment. But that is what a headlong expansion in consumption would rule out.

Yet the best of all leading indicators of disaster must be the tone of your opening remarks last week: "The British economy is today prosperous and successful. This Budget will make it even more prosperous and an even bigger success over the coming years." How often have your predecessors hailed the later stages of a cyclical recovery as the new dawn!

The economy may well be more flexible. But it is still vulnerable to overheating. The economy will not grow steadily if you do not take the decisions to bring the rate of growth of money and credit - now the fastest in the Group of Seven leading industrial countries - to more sustainable levels.

It is not easy to take determined action within a few months of an election. But the important thing to remember is that if you act decisively, with at least a half a percentage point rise in the base rate now, which will almost certainly need to be followed by another half a percentage point in the New Year, you can always reverse these rises later on. The price would be perhaps a few months of lower than hoped for growth.

Their obvious reaction would be that supply can rise to meet the growth in demand. To that there are three replies:

- The first is that this was also said in the 1980s.

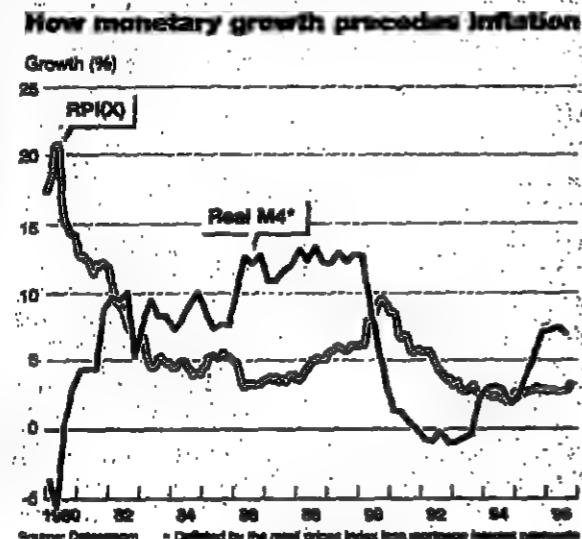
- The second is that the actual output gap is not just an unknown quantum but a myth because it rests on the absurd assumption that there is a precise level of aggregate supply below which there is no inflationary pressure.

- The third is that there is a speed limit to growth, which depends on the rate at which new workers can be brought into employment and new capacity installed.

Consistent growth at

Source: Datastream • Deflated by the retail price index less mortgage interest payments

Yours sincerely,  
Martin Wolf



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Philip Stephens

## Big hitters needed for the long slog



Geoffrey Howe had an apt cricketing metaphor for the phenomenon. On his departure from Margaret Thatcher's government, Lord Howe recalled that ministers arguing the British case in Europe were regularly undermined by the then prime minister's casual dismissal of policies agreed in cabinet.

His instincts are widely shared within the cabinet. The Eurosceptics, of course, have long insisted that Emu represents a wholly unacceptable transfer of sovereignty from Westminster to Europe. Some half-a-dozen of Mr Major's senior colleagues

- the ones he used to refer to as bastards - would rule out sterling's participation in perpetuity.

Others offer a more pragmatic logic for saying that the Tories would safest guard the pound. Since joining Emu during the next parliament could only be done at the expense of an irrevocable split in the party, why not make a virtue out of necessity?

Mr Brian Mawhinney, the party chairman, never tires of telling colleagues that such a move would reunite the Conservatives in the run-up to the election. He has a long-standing ally in Stephen Dorrell, the health secretary. Malcolm Rifkind, the foreign secretary, shares their inclination, though he is shrewd enough to see the dangers of a confrontation with Mr Clarke.

These would-be leadership contenders are also positioning themselves ahead of what they still expect to be a defeat at the election. Loss of office, they judge, would preface a further lurch towards the Eurosceptics. Those seeking a place in the beauty contest want to make sure now that they are on the right side of that shift.

The outstanding question then is whether Mr Clarke

can be persuaded or overruled. If Mr Major wants to retain his remaining slim chance of winning the election, he will conclude the answer is an unequivocal no. Earlier this year, the chancellor was manouevred into a corner over the offer of a referendum on the issue. He will not be budged again.

There are circumstances in which Mr Clarke could be prepared to argue that Britain should stand aside from the first wave of Emu. But those conditions - essentially the indiscriminate fudging by other governments of the economic convergence criteria - are scarcely likely to be apparent before the election. Nor will the present negotiations between finance ministers on the terms of fiscal stability pact be completed before polling day. Mr Clarke does not intend to leave Britain with an empty chair at those talks.

But there is anyway a more important point. The chancellor understands that were the Conservatives to fight one election on a platform of preserving the pound, that would fix the policy for a political generation. The anti-Emu stance would become one of principle rather than pragmatism. Fairly soon it would redefine the Conservatives as the party of nationalism rather than of Europe. That may happen anyway after the election, but Mr Clarke does not intend to permit it now.

In spite of the speculation otherwise, Michael Heseltine, the deputy prime minister, takes the same view. He is on Mr Clarke's side, as committed to Britain's future in Europe as the chancellor. This is not an alliance Mr Major would be wise to confront. If he is tempted, he might recall Lord Howe's metaphor. After a time, Baroness Thatcher's best players got fed up playing with broken bats. They decided to leave the field. And we know what happened then.

## LETTERS TO THE EDITOR

Number One Southwark Bridge, London SE1 9SL

### 'Libertarian' values affirmed only by the most rapacious

From Ms Debra Mecher

Mr Having been a reader of Mr Michael Prowse's weekly "America" column for the better part of these past six years, I must say that I found it more than a little curious to learn in his final column ("A deep sense of gratitude," November 25) that Mr Prowse fancies himself a "libertarian", and that it is above all my country's "libertarian" values and its "commitment to the freedom of individuals" that he cherishes most about it.

Popycock. Mr Prowse, wherever I'm forced to take his word for it that he has "become steadily more attracted to a libertarian political philosophy" since moving to the US in 1980. Mr Prowse should stop blaming Americans for having imparted to him a political philosophy that note but the most rapacious of all.

Amazingly, Mr Prowse

says that my country has "all but eliminated the barriers class and status distinctions which still disfigure European and Asian society". Leaving the Europeans to fight their own battles, this assertion is false - tragically false. I am only pre-

sumed that the US appears radically better than it really is, when one looks at from the dining room of a country club or the window seat of a private jetliner. Mr Prowse's contention is balderdash.

For every constraint on the power of the federal government that Newt Gingrich, the House Speaker, and his acolytes among the corporate-funded think tanks have preached, there are dozens of constraints they'd happily lift from the shoulders of the transnational corporations that fill the rankings of the Fortune 500.

Mr Prowse is free to call that philosophy and those values libertarianism if he likes. But the individuals who are being crushed by this narrow conception of freedom will quite understandably beg to differ.

In the end, Mr Prowse's version of libertarianism reminds me of the Big Lie which, through well dressed, is easily undone.

He that once deceives is ever suspected, Mr Prowse.

Debra Mecher,  
2220 W. Iowa St.,  
Chicago,  
IL 60622, US

### Said's gift leaves Oxford business school assured of academic freedom

From Dr Peter North

Sir, Contrary to the impression from Professor David Smith's remarks ("Oxford to re-open talks with Said," November 29), control of the business school would not reside with the foundation through which the proposed £20m (£32m) benefaction would be made.

The university's council has sought an opportunity to review the terms of the foundation, but it is worth restating that, under the existing terms, the foundation would have no jurisdiction over academic matters.

Indeed, this was patiently explained by Mr Wafic Said himself in his letter in your columns (November 15).

The foundation would have a "right of approval" over the appointment of a director, but it could not impose a candidate, nor withhold approval unreasonably.

Also, while the university would not appoint a majority of trustees, all appointments other than that of the vice-chancellor and the benefactor himself, would have to be approved by the vice-chancellor, and would necessarily, therefore, have

the interests of the university, and this project, very much at heart.

The trustees would also have power to deploy certain funds in support of the school, but only for that purpose (in effect, income from an endowment of £4m, being part of the matching funds raised by the university, the balance of £16m for the endowment posts being held and administered by the university).

The foundation would not be dissimilar from that which for 50 years has administered Lord Nuffield's great benefaction to Oxford for the benefit of our medical school.

Although the foundation would "hold" ownership of the site, and the new building it has funded, the business school would operate within this building in a way no different from that of any other university department.

Peter North,  
vice-chancellor,  
University Offices,  
Wellington Square,  
Oxford,  
OX1 2JD,  
UK

### Reliance globally competitive and still an active stock

From Mr M. Pandkar

Sir, Your profile of our company is wide of the mark (India survey: "A colossus falls down", November 19). We never claimed that we were kings, although the role played by our chairman in creating an equity culture in India is well recognised.

Let me clarify our position with regard to the other issues.

• Activity in Reliance Industries shares has not dried up. Average turnover is more than 10m shares per day.

• We did not comment on the analyst poll because it was released a few days before the actual announcement of results. The fact

that our results were better than what the poll had indicated was not a surprise to many of our investors whom we had met during the year.

• Consistent with international practice, the company had made an announcement about the private placement made with India's largest financial institutions two years ago.

• The merger of two downstream units was carried out with the unanimous approval of all shareholders, creditors, high courts and government departments.

Valuation of shares was carried out by S.B. Billmoria & Co, the then member of Ernst & Young Interna-

tional. The shares dispute issue has been examined by regulatory agencies and courts in India have ruled that there was no intentional default. It was a systematic failure due to the large volume of transactions being handled manually. The company is now working with both Arthur Andersen and Price Waterhouse to strengthen the system.

• We have, over the years, built globally competitive assets in India and it is our belief that we can compete. Despite a significant fall in peak tariff, our net margins have improved from 5.5 per cent to 16.8 per cent in the past five years.

• The fall in the share price

has to be viewed in the context that the Bombay Index has fallen from 4,600 to 2,900 due to macro-political and economic reasons. It is also now well recognised that Reliance, being a liquid stock, was the target of an organised bear cartel attack.

We are committed to achieving earnings growth. We also believe in transparency and we have an active investor relations programme around the world.

M. Pandkar,  
managing director,  
Reliance Europe,  
Bastion House,  
140 London Wall,  
London EC2Y 5DN, UK

## FINANCIAL TIMES

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Tel: +44 171-873 3000 Telex: 922186 Fax: +44 171-407 5700  
Tuesday December 3 1996

## Implementing peace

The Dayton peace agreement, which came into force a year ago this month, has so far brought peace to Bosnia in a strictly negative sense: the country has been spared any more of the large-scale fighting which devastated so much of it, and uprooted so many of its inhabitants, between 1992 and 1995. But Bosnia remains divided into three territories controlled by mutually hostile leaders.

This is an unstable situation, as Nato implicitly recognised last week when it agreed that the present Ifor (Implementation Force) should be replaced by a 31,000-strong S-For (Stabilisation Force), which can remain in the country until mid-1998. But the change of name should not be taken to mean that the agreement has now been implemented and only needs to be stabilised. For the agreement's detailed provisions describe a very different outcome, in which there would be freedom of movement throughout Bosnia and most Bosnians would return to their original homes, even where that meant living under the rule of a different ethnic group.

Delegates to the international peace implementation conference, which opens in London tomorrow, need to make up their minds how much of that programme they are still committed to, and then make sure that responsibility for carrying it out is clearly apportioned, among people with the authority and resources necessary to fulfil their tasks.

Many will think, though few will officially say, that repatriation was always a pipedream and that co-existence between three ethnically homogeneous

## Failing schools

Nothing, it might be argued, concentrates the mind like the threat of being sued. Newspapers faced with the libel law know all about that, as do doctors and other professionals who risk actions for negligence.

But there remains something profoundly disquieting about the prospect of two pupils now aged 17 suing their former schools for failing to deliver them satisfactory GCSE results. Both schools, according to the youngsters' lawyers, had been labelled as "failing". Ergo, the lawyers argue, their pupils should be compensated.

A dozen years ago, there might have been a case for this. Schools that let down their pupils were dealt with by the local authorities which managed them. A school which did badly by its pupils in a local authority which did badly by its schools could continue for years with little remedy. The odd action for a failure of duty of care might have had a revolutionary effect.

But that is no longer the case. In the 1990s, schools are independently inspected. Those found to be "failing" – and 200 have been so far – are required to produce an action plan. If it proves unacceptable, or if it in turn fails, an educational hit

## Cost temptation

National Westminster's brief flirtation with the idea of selling stationery to its corporate customers illustrates the temptation of turning a cost into a profit centre.

The process starts when a company discovers how much of its costs lie in the corporate plumbing: fleet management, purchasing, data processing, premises management. Stage one in the cycle is to impose straightforward cost cuts.

Once the obvious cuts are past, entrepreneurialism leads to stage two: finding outside customers. This is the step NatWest pondered: whether to allow its stationery buyers to sell their services elsewhere. Learning that its customers were not thrilled with the idea of competition from their bank, NatWest said no. Often enough, however, companies say yes.

This leads to computer departments that process other people's data, to van fleets that carry other companies' goods, to libraries that perform external contract research, and so on. Stage two often proves short-lived. The core competence of providing photocopying services to National Widget can prove difficult to transfer to the global marketplace. Unless the

cost centre over-charges internal customers, it can rarely match the profitability of the company's main business. Yet its national status as a profit-centre allows it to escape the full rigours of the cost squeeze. Internal customers rebel, believing – not always correctly – that they can obtain better service elsewhere.

This leads on to stage three, in which the whole activity is outsourced. The cost centre is floated off as a separate company, or transferred to a larger business that specialises in the field. This, more recent trend has yet to reach full maturity, in at least some cases, however. It is only partly successful. Gradually, an in-house facility re-establishes itself, to smooth the edges of the contractual relationship. In time, the cycle starts again.

Some lessons: first, a well-managed cost-centre is better than a badly managed one which claims to be a profit centre as well. Second, outsourcing works best if approached as a big strategic shift rather than a response to past failures of cost control. And third – NatWest, this means you – if you suspect your customers might object to you competing with them, they probably will.

## COMMENT &amp; ANALYSIS

## High price of democracy

The new Thai government aims to dispel accusations of corruption with the promise of a new constitution, says Ted Bardacke

**D**emocracy is an expensive business in Thailand. According to the Thai Farmers Bank Research Centre, Thai politicians spent nearly \$1bn (£595m) in the latest election campaign which this week saw General Chavalit Yongchayudh sworn in as the country's new prime minister.

But the country does not appear to have got its money's worth. Amid widespread complaints about vote-buying and intimidation, Gen Chavalit's rural-based New Aspiration party scraped home as the largest party with 125 seats in Thailand's 300-seat parliament, just ahead of the Democrats with 123 seats. As a result Gen Chavalit, a soldier turned politician with a history of indecisive presidencies, presides over an incoherent six-party coalition with uncertain prospects.

Thailand's much-vaunted democracy – it boasts one of the few fully democratic systems in east Asia – has still not produced a government that inspires confidence in its ability to maintain the country's increasingly fragile status as a "tiger" economy.

The previous administration of Mr Banharn Silpa-archa, much of which Gen Chavalit has inherited, was widely regarded as both corrupt and incompetent.

"I wouldn't give most ministers jobs in my company," says Mr Thaksin Shinawatra, the former deputy prime minister and telecommunications tycoon who decided not to run in the last election. "They are in power to make money to stay in power to make money."

During Mr Banharn's 16-month tenure, Thailand had three finance ministers, two central bank governors, two heads of the Securities and Exchange Commission and two stock exchange presidents. He also created several ad-hoc advisory committees which interfered with the normal workings of the central bank, the finance ministry and the commerce ministry.

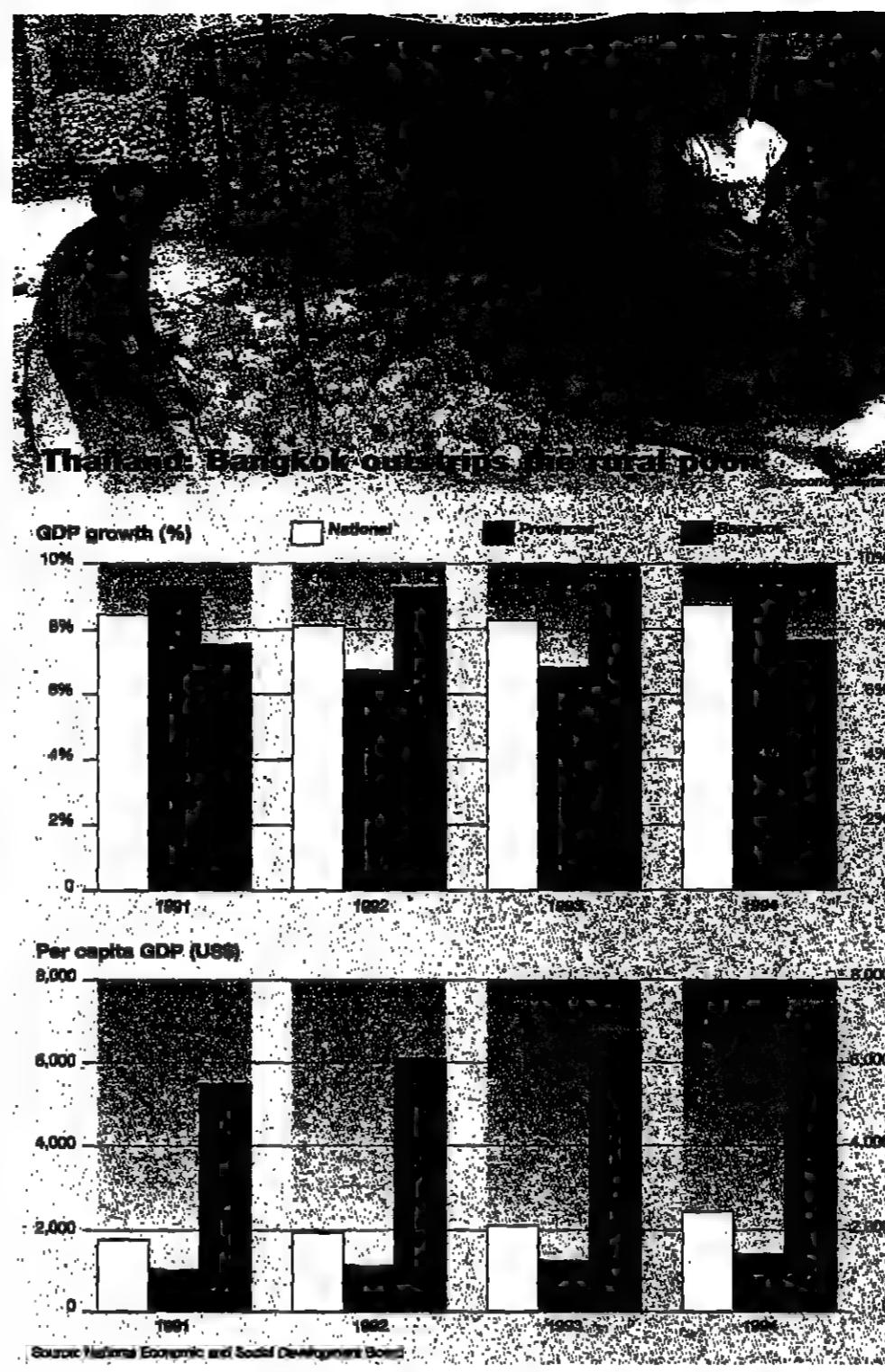
Now the fear is that his successor's administration will see its main task as retrieving the \$1bn spent on the campaign by milking the government budget and awarding contracts and concessions to political cronies. That raises the question of whether the kind of money-politics that prevail in much of Asia can produce governments capable of tackling serious policy issues.

Although the Democrat party makes a decent stab at representing modern democratic values and aspires to clean government, parties whose purpose is the promotion of a clear policy programme remain rare in Asia. Often their concern is to service extensive business connections.

Having shown that it can outlast a prime minister and still preserve the fabric of its democratic system, Thailand needs a government with firm policies and the skills to carry them out.

Its problems are not just immediate – \$1bn in short-term foreign debt, a wide current account payments deficit and a shrinking economic growth rate. It also faces the structural challenges of upgrading the skills of its workforce to cope with modern manufacturing, and reducing the large wage disparities between Bangkok and the countryside.

Gen Chavalit formed his cabinet via a traditional quota system whereby each of the six parties has one ministerial post for



every five MPs it controls. During his campaign he had promised to do away with this system and give Mr Anunay Viravan, a former banker, free rein over five key economic ministries.

Now Mr Anunay, the new finance minister, will be isolated and surrounded by ministers chosen by former premier Gen Chatichai Choonhaven, a crucial coalition partner and leader of the Chart Patta party.

Gen Chavalit says he remains firm in his determination to back Mr Anunay against other ministers if necessary, but he needed to bring in Gen Chatichai so as to avoid presiding over exactly the same coalition of parties which supported Mr Banharn, a guaranteed public relations disaster. But Gen Chatichai came at a hefty price: control of several economic ministries, known as "A-grade" portfolios because of the amount of money and contracts under their supervision.

In the late 1980s Gen Chatichai presided over unprecedented levels of economic growth based largely on asset inflation and Japanese investment, until he was ousted in a coup and declared "unusually rich"

by a government investigation.

Both Gen Chavalit and Gen Chatichai owe their political strength to the votes of rural people, who account for about three-quarters of the population and more than 80 per cent of the electorate.

Together, their parties won only two of the 37 parliamentary seats in Bangkok, where 40 per cent of Thailand's gross domestic product is concentrated.

Of the 5,612 reports of election irregularities filed with Poll-Watch, the election monitoring group, Gen Chavalit's New Aspiration party was the top offender with 1,777 complaints; number two was Gen Chatichai's Chart Patta party with 799. More than half of these complaints were for buying votes with cash.

Rural people routinely sell their votes, but doing so cash at election time is only part of the trick to getting elected in the provinces. Because Thais administration is highly centralised – even garbage collection in rural villages is controlled from Bangkok by the Interior Ministry – successful rural MPs must also act like local government representatives or patrons. They have to mediate in disputes, paying for

coffins at funerals and securing funds from Bangkok to pave roads and install running water. The incentive for most MPs to develop the national policy expertise that urban voters crave is almost nil.

"The middle class is certainly correct in saying that the champions of local interests may turn out to be villains at the national level," says Mr Anak Laotthama, vice-rector of Thammasat University. "But the rural electorate is not selfish or irresponsible toward the public interest. Candidates who advance the prosperity of their villages are always viewed in a good light. Most money is expended between elections, maintaining established loyalties, not as a one-time bribe."

Perhaps this is why few urban Thais blame rural people for voting in bad governments. There is disappointment in Bangkok at the outcome of the recent election, but little outrage and few signs of unrest.

Gen Chavalit's former position as army commander-in-chief will help keep the military at bay. More important, the frustration over the failings of the Thai dem-

ocratic system that forged a tacit alliance between the armed forces and the urban middle class – and made a string of military coups possible in the 1990s – does not exist today.

Part of the credit should go to the opposition Democrat party. It has lost each of the last two elections by a handful of seats but knows that encouraging public protests could easily provoke a military reaction.

In any case, political tensions have been eased by plans for a new constitution. Before he stepped down, Mr Banharn set in motion a process whereby a 99-member constituent assembly will draw up a new constitution within a year.

Hopes are high that some of the proposals – separating the executive branch from the legislature, proportional representation, confirmation hearings for cabinet members, local powers to tax and spend – will result in better national government.

**G**en Chavalit has promised to dissolve his government when this constitution is ready and call an election under new rules in about 18 months. "For a country with a history of tearing up constitutions, the process is refreshing," says Mr Anan Slamwala of the Thailand Development Research Institute, an independent think-tank. "Things are more open and there is far more public debate about substantive issues."

At the end of her recent book *Thailand's Boom!* Ms Pasuk Phongpaichit, Chulalongkorn University economist, sketches out a few scenarios for the next decade. The most pessimistic has Thailand going the way of Brazil in the 1970s, when a boom ended in fast-rising inflation.

To avoid this, she recommends heavy government investment in infrastructure and human resource development, fiscal incentives for high-tech export production, and forced savings. Also needed are measures to expand productivity in the agricultural sector and to introduce elected local governments.

Asked if the election outcome meant the Brazilian scenario was now likely, Ms Pasuk says: "No way. That's much too extreme."

By the standards of recent years, however, the outlook is not particularly rosy. Thai economists are starting to predict medium-term annual economic growth in the 5 per cent to 6 per cent range, compared with about 8.5 per cent now. While that would be cheered in a fully industrialised economy, many Thai companies have borrowed and made investments on the assumption of growth of 10 per cent or even more. Thai politicians accustomed to short-lived coalition governments, have looked for quick returns as well.

Weaning the private sector and the politicians from these expectations would be hard enough in a stable political environment; in the midst of an attempt to reform the democratic process, it will be exceptionally difficult. Economic growth, says Ms Pasuk, "won't be very good, but we have to come to terms with that for two, three, maybe even five years". And, she warns, "the short-termists, who represent such a small portion of the whole economy but cause so much agitation, will not like it at all".

## Financial Times

## 100 years ago

Report From The Reichstag  
The German Finance Minister had a very favourable report to make yesterday on the state of the empire, and stated that the Budget for the year 1896-97 would probably show a surplus of 24,750,000 marks, of which, however, about nine million would be absorbed by the supplementary estimates.

Good as the Minister's showing in the Debate in the Chamber has opened rather shrewdly, one of the Deputies protesting strongly against the policy of naval expansion adopted by the Government.

We are likely to hear more of this before the debate is concluded, and it is not unlikely that the whole subject of colonial expansion will come up for discussion.

## 50 years ago

Anglo-Italian Trade Talks  
Signor Masić of the Italian Ministry of Foreign Affairs will lead the trade delegation which is leaving Rome for London on 15 December to begin trade discussions with the Board of Trade.

Conversations are expected to deal with the possibility of increasing Italy's exports to Great Britain of fresh and dried fruit and vegetables, wine etc.

## OBSERVER

## Better late than never

– which in the past he claimed never to have read – and clauses relating to the legal status of the euro.

The British backs duly scribbled everything down, but looked to be suffering from a severe case of culture shock.

Clarke clearly enjoyed giving an object lesson in how Britain can influence the Euro negotiations – rather than sitting on the sidelines as most Euro-sceptics seem to want.

But the omens are not wonderful. Rugeas has already been spotted on Norwegian TV using coloured crayons to draw a more literal version of the very same House. It looked shaky.

## House of cards

■ To build "The House" – as prime minister Tony Blair grandly describes his aim of revamping Norway's infrastructure – a master builder in the form of Terje Roed-Larsen was first called in as planning minister.

He didn't last long. Less than a month after a clutch concrete mixer, Roed-Larsen resigned amid questions over earlier personal financial dealings.

Step forward Bendik Rugeas, now promoted to the same role.

Even Norwegians have been asking themselves who Rugeas might be. He was born in Kirkenes, about as far north you can go before reaching the North Pole. He has spoken a distinguished career in libraries, ending up as Norway's national librarian. He has no known

political background, but did join the governing Labour Party on Wednesday last week – two days before he was appointed.

And that's about it.

Of course his promoters have been rallying round to emphasise his intellectual qualities, as well as his interest in information technology, both of which should fit him for overseeing long-term national planning.

But the omens are not

wonderful. Rugeas has already been spotted on Norwegian TV using coloured crayons to draw a more literal version of the very same House. It looked shaky.

Journalists were told not only

that Rugeas annually

manufactures more tractors

100,000 – than any other

European country, but also that

the country's "cinematography

is marked for its traditional

humourous and deep thought".

While the republic's factories are

mainly churning out 40m pairs of

shoes a year, poets are writing

"masterpieces that few can

match for sweetness, depth and

magic". Rugeas also

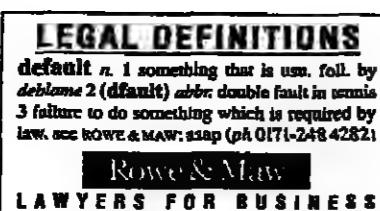
annually produce 800,000

"high-class refrigerators".

But there are deeper

questions. "Sometimes you may

wonder if there more Slav



# FINANCIAL TIMES

Tuesday December 3 1996

Wall Street retreats at strong growth figures

## Surge in US building and manufacturing

By Gerard Baker  
in Washington

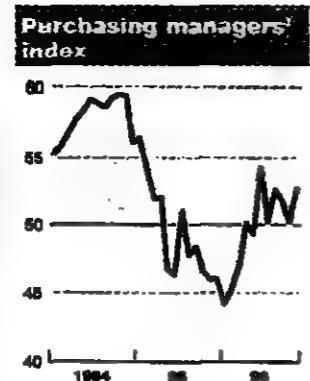
The US economy continues to grow robustly with overall manufacturing business conditions improving last month and a surge in construction spending in October, according to reports published yesterday.

The figures appeared to unsettle financial markets, as investors interpreted them as evidence that the current stable pace of economic expansion may be accelerating.

The Dow Jones Industrial Average lost more than 38 points in morning trading, falling to 8,482, and bond prices also fell.

But while both reports indicated faster growth than forecast by most economists, there was little evidence of increasing inflationary pressures that might choke off the expansion.

The monthly survey of economic conditions by the National Association of Purchasing Managers (NAPM) suggested manufacturing growth accelerated in November. The survey's principal indicator of business conditions rose to 52.7 from 50.3 in October, the seventh time in



fall for the second month in succession. The index dropped to 45.5 against 47.1 in October, suggesting a slight acceleration in the rate of price decreases last month.

New export orders remained strong in spite of the dollar's strength and sluggish growth in overseas markets.

Mr Ralph Kauffman, chairman of the NAPM's business survey committee, said the overall picture was one of continuing growth in manufacturing activity. He said purchasing managers were "somewhat more bullish" last month than in October.

The sharp increase in construction spending in October came largely from a big increase in government building contracts, the report from the Commerce Department said.

Overall construction expenditure rose by 1.8 per cent from a month earlier, the third consecutive increase and the largest for seven months.

The increase in public construction spending of 4.3 per cent far outstripped private sector expenditure growth of just 0.6 per cent.

The survey's prices index

## Poland to sell bank stakes worth \$1.5bn

By Christopher Bobbeldijk  
in Warsaw

The Polish government is planning to sell bank stakes worth a total of more than \$1.5bn next year, according to Mr Ryszard Paxura, deputy finance minister.

Mr Paxura also set out a new strategy for the privatisation in the first half of 1997 of Bank Handlowy, one of the country's largest and most reputable financial institutions.

He said a 30 per cent stake would be placed with a strategic investor and up to 30 per cent sold on the Warsaw Stock Exchange. Another 30 per cent would be handed to pension funds to be set up under the country's pension reforms.

The government also intends to sell shares in Warsaw's Powazczyzna Bank Kredytowy (PBK), and its residual holding in Bank Gdanski, privatised a year ago.

HSHC Investment Services which yesterday signed a contract to advise the government on the sale of PBK, put its value at around £50m (551.7m). Up to 65 per cent of the bank's equity is to be offered to a strategic investor while a further 15 per cent is to be floated in Warsaw later next year.

Meanwhile, National Bank of Poland, the central bank, is planning to conclude the sale of its wholly-owned Polish Investment Bank (PIB), as well as Pospolit Bank and Lublin-based First Commercial Bank, in the first half of next year.

The government is proceeding with these sales in spite of the likelihood of strong opposition in the run-up to parliamentary elections next autumn.

The right wing, nationalist opposition, led by the Solidarnosc trade union is expected to attack the former communist-led government's privatisation policies for favouring both foreign investors and its own supporters to the detriment of the population at large.

Mr Krzysztof Kalicki, another deputy finance minister, said yesterday that the government would not allow politics to interfere with its disposal programme and that both foreign and domestic institutions would be bidding on an equal footing for the bank stock on offer.

Chubank and Chase Manhattan of the US as well as Bank of Tokyo have shown an interest in purchasing a strategic stake in PBK. They are expected to mount a challenge to a domestic group of investors led by the Kredyt Bank and the Polish Development Bank.

Schroders, the UK investment bank, is advising Bank Handlowy.

## US and Japan sign accord over Okinawa troop bases

By William Dawkins in Tokyo

The US and Japan yesterday agreed details of a far-reaching plan to assume local opposition to US military bases on the Japanese island of Okinawa, the biggest US security presence in east Asia.

The accord stipulates that one-fifth of the land occupied by the US military in Okinawa will be returned to local landowners within 12 years.

It envisages moving a marine helicopter base to a 1,500-metre offshore airfield to be built off the coast of the island at an estimated cost of \$2bn, which will be borne by the Japanese government. However, the 28,000 marines will stay on the island.

The deal is the fruit of more than a year's sensitive negotiations between the US and Japanese governments and con-

sultations with Okinawa's local government.

Yet it received a mixed reception in Okinawa, where some local politicians argued that it ignored local people.

Mr William Perry, the US defence secretary, said: "This agreement very significantly reduces the burden on the Okinawan people while at the same time preserves the vital security mission which our forces are there to perform."

Mr Perry and Mr Walter Mondale, the US ambassador to Japan, signed the accord in Tokyo with Mr Yukihiko Ikeda, the foreign minister, and Mr Fumio Kyuma, the director-general of the defence agency.

Okinawans' sensitivity to their island being used as a military outpost for the mainland dates back to 1945, when more than 100,000 islanders, a

third of the total, died in the worst land battle on Japanese territory. US troops have never left the island since.

Both governments believe American troops are still needed to project US force into south-east Asia and thereby underpin security in a region riddled with territorial disputes, overshadowed by the military power of China and worried by an unpredictable North Korea.

Okinawan residents have long argued they have borne an unfairly large share of the US military presence in Japan since the end of the second world war.

Their demands intensified when a local schoolgirl was raped by three US servicemen last year, an incident that triggered the biggest anti-US military demonstrations seen in Japan since the 1960s.

Okinawans' sensitivity to their island being used as a military outpost for the mainland dates back to 1945, when more than 100,000 islanders, a

## Saga wins bid for North Sea oil company

Continued from Page 1

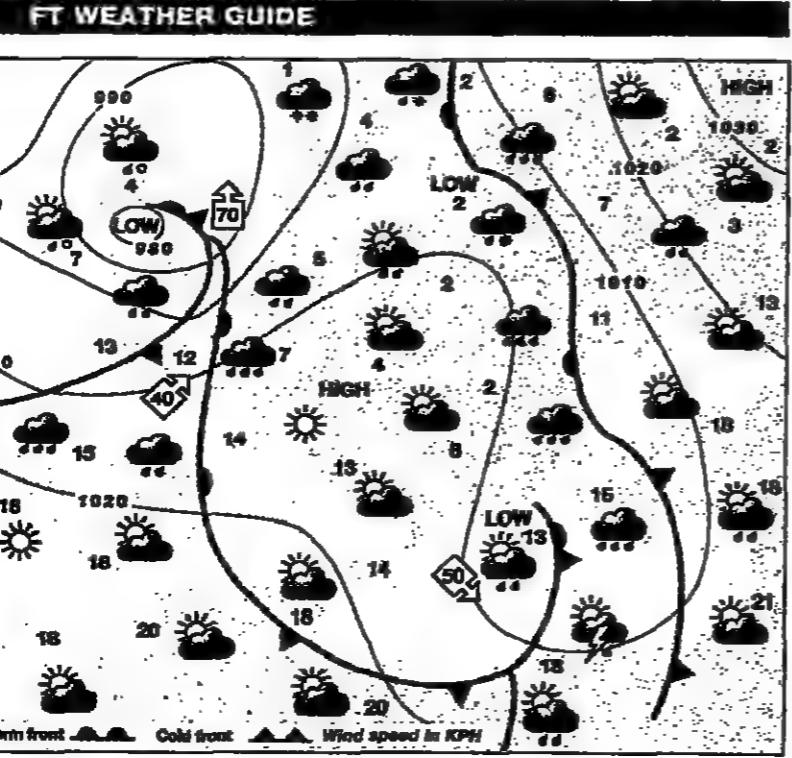
in new areas now being opened to exploration west of the Shetland Islands and off the west coast of Ireland.

Saga's purchase of Santa Fe will boost its oil production from 50,000 barrels a day to

190,000. Santa Fe has stakes in six producing oil fields, including Miller, Alba and Gryphon. It also has a 9 per cent interest in Britannia, the largest gas field being developed in the UK.

Santa Fe's exploration portfolio includes interests in 45

blocks in UK waters and 20 blocks on the Irish continental shelf. It is the second Norwegian company to make a UK North Sea acquisition, driven in large part by the desire to build up a presence in new deep water exploration areas along the Atlantic margin.



TODAY'S TEMPERATURES

	Maximum	Beijing	Cairns	Iceland	Faro	Madrid	Rome	Paris
Abu Dhabi	sun 6	rain 4	Cardiff	rain 9	Friedrich	rain 13	Rome	rain 22
Austria	sun 25	sun 26	Gibraltar	sun 18	Geneva	cloudy 8	Raykjavik	fair -6
Bahrain	fair 1	rain 1	Chania	sun 13	Malta	sun 16	Rio	fair 21
Algeria	fair 20	Bermuda	cloudy 5	Amsterdam	fair 17	Montevideo	sun 17	sun 12
Amsterdam	rain 7	Bogota	cloudy 22	Colonia	rain 8	Glasgow	rain 22	sun 13
Almeria	shower 14	Bombay	rain 33	Dakar	fair 20	Hamburg	rain 5	sun 14
Atlanta	sun 17	Brussels	rain 8	Dallas	sun 18	Helsinki	fair 14	Scoul
B. Aires	fair 30	Budapest	rain 8	Delhi	sun 21	Hong Kong	fair 24	Singapore
Bahrain	shower 9	Chagres	cloudy 6	Dubai	sun 27	Honolulu	shower 27	Stockholm
Bangkok	fair 30	Euro	fair 21	Dublin	sun 21	Jersey	sun 10	Milan
Barcelona	fair 14	Cape Town	fair 31	Edinburgh	fair 27	Kuala Lumpur	sun 10	Strasbourg

We wish you a pleasant flight.

Lufthansa

## THE LEX COLUMN

### North Sea saga

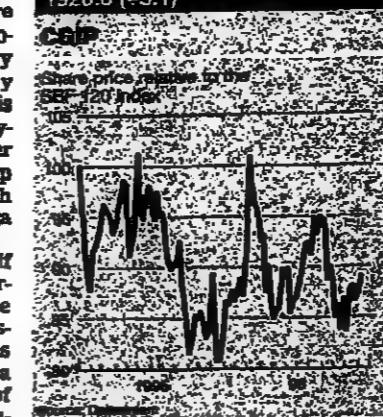
Even by the standards of recent North Sea deals, the \$1.2bn Saga Petroleum is paying to acquire Santa Fe from the Kuwait Petroleum Company looks frothy. By comparison with what relatively bullish analysts reckon Santa Fe is worth \$700m-\$800m - Saga is paying a premium of the order of 50 per cent. Even assuming part of the gap can be explained away through over-caution on analysts' part, Saga is surely overpaying.

This would be more justifiable if the acquisition gave Saga an opportunity to add much value. To be fair, there should be some cross-fertilisation of expertise. But this hardly looks enough to justify a \$400m premium. In the bulk of Santa Fe's business, the opportunity to add value is nil because Santa Fe does not even operate its own platforms. Saga's decision to buy looks a classic case of a company keen to find any use for its cashflow other than handing it to its shareholders.

Nonetheless, confirmation of the deal will doubtless give a healthy further boost to the share prices of Lasma and Enterprise Oil. Just as important as Saga's price being unusually high is the fact that Santa Fe was also courted by several high-paying bidders.

Still, gambling on overpaying bidders is a risky game. If the UK explores' shares - which have risen sharply in the past year - do spike up on the news, it will be a good opportunity to take profits.

FTSE Eurotrack 200:  
1920.6 (+5.1)



is discernible in the 80 per cent rise in local share prices this year. This will drive trade flows within the region and investment in Hong Kong and Taiwan. A cyclical recovery in Japan will help, particularly in the more export-oriented economies such as Malaysia, where exports make up 50 per cent of gross domestic product. Furthermore, recovering US semiconductor demand will boost the struggling Singaporean and South Korean economies. When US interest rates rise, that could temper investor enthusiasm. But the strength of the recovery in China should ensure a prosperous new year for the markets most closely linked to it.

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Still, the trend should eventually move in savers' favour. Lenders will need to spend more time

attracting fresh deposits and less time chasing new mortgage business. This will require more competitive deposit rates than the 4.4 per cent gross rate currently offered by building societies. But lenders should be able to sustain margins since the increased cost of funds will probably be offset by cuts in the flat discounts given to first-time buyers.

This is a far cry from most of the 1990s when lenders were virtually bribing new customers to borrow and financing their efforts through wafer-thin deposit rates. But judging by yesterday's announcement from Abbey National, savers will have to be patient a little while longer: Abbey will be charging borrowers 25 basis points more, while savers are being offered an average improvement of only 15 basis points.

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The full force of this shift is currently obscured by the static before the pending conversion to plc status by four large building societies. Once this is removed next year, movement of funds, currently curtailed because savers do not want to lose free shares, will be more fluid. Then the battle for the retail pound will be joined in earnest.

Additional Lex comment on  
Bacal, Page 25

## PUBMASTER LIMITED



£171,000,000  
Acquisition  
from  
Brent Walker plc

Transaction originated and arranged by  
NatWest Ventures

Equity co-led and underwritten by  
NatWest Ventures  
Prudential Venture Managers

Senior debt and working capital facilities  
co-arranged and underwritten by  
HSBC Investment Bank  
Bank of Scotland



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## COMPANIES AND FINANCE: EUROPE

# Santander fails to back second telecoms group

By Tom Burns in Madrid

Banco Santander yesterday dealt a psychological blow to the start-up of Spain's second telephone operator. Spain's biggest banking group had been widely expected to back the second fixed-line company, but yesterday it revealed it had acquired shares in Telefónica, the existing telecoms group.

The Madrid government is anxious to have domestic

capital behind the second operator, which will begin to provide a rival telephone service to Telefónica next year. It had planned to have Santander, together with Banco Central Hispano (BCH), as the main financial partners of Retelvisión, the state-owned TV signals transmitter.

The investment switch by Santander means that British Telecommunications, the bank's partner in Spain in a data transmission business,

is unlikely to be part of a consortium to bid for Retelvisión when the state sells its stake in the company. That disposal is scheduled for after the privatisation of Telefónica.

Endesa, the state-controlled electricity generator, is expected to join BCH in a consortium to bid for Retelvisión. Analysts expect the front-running technological partner to be Global One, the alliance of France Télécom, Deutsche Telekom and

Sprint, the US operator. Retelvisión's assets are worth Pta2.6bn (349m), a sum which pales against Telefónica's current market value of Pta2.800bn. The government, advised by Lehman Brothers, plans to invite bids for between 60 per cent and 80 per cent of the company in March next year. In 1996, the government intends to liberalise the telecoms sector to comply with the EU's open market directives.

Santander denied market rumours that it had invested about Pta1.0bn in Telefónica through market purchases over the past two months. Such an investment would have bought Santander some 3 per cent of the telecoms group at present market prices and placed it alongside rival domestic banks Bilbao Vizcaya, Argentaria and La Caixa, the Barcelona-based savings bank, as a core shareholder in the dominant telecoms group.

"We have been buying

Telefónica's shares modestly and we have no interest in being a core investor because that is not a concept we like," Santander said.

The policy of taking only a trading position when buying equity, and of shying away from stable investments in industrial assets lies behind Santander's decision to walk away from backing the second telecoms operator. The bank said it had "gone somewhat cold" on Retelvisión.

## Former ISL executives set up rival company

By Jimmy Burns

Three former senior executives of the Lucerne-based ISL, one of the world's leading sports marketing groups, have set up a new company in direct competition with their former employers.

The company, Prisma Sports and Media, will have headquarters in Zug, Switzerland, and offices in London. It has been formed by Mr Peter Sprogs, Mr Stephen Dixon, and Mr Tom Hipkiss, who were key figures earlier this year in ISL's successful \$Fr2.8bn (\$2.15bn) bid with the German media group Kirch for television rights outside the US to the 2002 and 2006 World Cups.

The new company has yet to announce details of its plans and structure. However, Mr Sprogs, the new

company's managing director responsible for TV rights, indicated his determination to play an aggressive role in the increasingly competitive sports-business environment.

"Although we have no alliances with any major broadcaster at the moment, we hope to form many as our company evolves. Anyone who is big in sport broadcasting is a potential partner," said Mr Sprogs.

He denied speculation that Prisma was already involved in separate negotiations with Kirch and Mr Ruper Murdoch's News Corporation. But he said his company would aim to win TV-led broadcasting and marketing packages similar to those he had helped secure with Fifa, world football's governing body responsible for the staging of the World Cup.

The dispute deepened this summer, when the compa-

nies' managing directors

had agreed to merge their

operations in the UK and

Ireland. The deal was due

to be completed in October.

Mr Sprogs said the com-

pany's board confirmed the

appointment of Mr Glen Kir-

ton, head organiser of the

Euro '96 football champion-

ship, as vice-president

responsible for ISL's football

department.

Some senior executives

complained that Mr Kirton's

appointment formed part of

a new corporate and man-

agement structure which

Major player: Prisma hopes to form alliances with leading sports broadcasters

had involved inadequate consultation. Mr Kirton was due to take up his new appointment yesterday and will be in charge of ISL's marketing contract for the World Cup in France in 1998.

Mr Keith Cooper, a spokesman for Fifa, ISL's main client, said at the weekend that Prisma had to prove it was a "realistic alterna-

tive" for future contracts.

"Fifa's existing contract is with ISL, not with the individuals who negotiated it and who have now left the company," Mr Cooper said.

ISL last week said it had created a new corporate and management structure to "optimally manage its growing TV, media, and marketing rights business".

## Disposals and weak rand bolster Rembrandt results

By Mark Ashurst in Johannesburg

The weaker rand helped Rembrandt, the South African tobacco, mining and industrial group, to a sharp improvement at the halfway stage.

Income from tobacco interests was 37 per cent higher for the six months to September 30, at R462m (\$106.8m), following the exchange of South African tobacco interests for a one-third stake in Luxembourg-based Rothmans Interna-

tional Holdings last year.

Earnings per share rose 50 per cent from 158 cents to 193 cents, buoyed by an exceptional R125m gain on the disposal of financial investments and the sale of hardwood timber interests by subsidiary HL&H. Earnings for the previous period, when restated on a comparable basis, were 178 cents a share before exceptional items. The interim dividend rose from 24.5 cents to 28 cents. Analysts said the results were at

the upper end of expectations. The shares closed virtually unchanged at R41.30, a discount of about 16 per cent to the group's net asset value. Mr Roy Wium, analyst at Bob's NatWest in Johannesburg, said the discount, which had narrowed from 24 per cent a month ago, was commendable.

Rembrandt is 51 per cent owned by an investment company controlled by its founders, the Rupert family. The improvement reflected the benefits of restructuring the

tobacco interests, which would favour Rembrandt over its international arm, Richemont, in the short term.

Sales of South African tobacco products made up about 26 per cent of turnover at Rothmans International Holdings, but contributed a third of Rembrandt's rand-denominated earnings. This imbalance was likely to remain until the rand stabilised, said Mr Wium.

The average value of the rand against sterling was R6.34 during the six months. It had fallen to R7.10 by the end of the period, and is currently trading at about R7.85.

Turnover, which was not comparable, fell from R4.6bn to R3.9bn. Tobacco interests contributed 54 per cent of net income, while a strong performance at Genfor lifted income from mining interests from R188m to R177m, or 19 per cent of the total. Industrial interests contributed R50m, or 5.5 per cent, from 7 per cent previously.

## EUROPEAN NEWS DIGEST

## Telekom greenshoe exercised in full

The size of the Deutsche Telekom share issue, Germany's biggest, was increased yesterday as the over-allotment facility to meet extra demand and smooth out price fluctuations was exercised in full. The three global co-ordinators - Deutsche Bank, Dresdner Bank and Goldman Sachs - allocated a further 90m shares, bringing the total sold to 990m. Including 22m shares taken up by employees, the issue has raised DM2.7bn (\$1.5bn).

The initial share price was fixed at DM25.50 two weeks ago. Yesterday, the shares closed at DM33.18, down 27 pfennigs. Banking sources said the decision to exercise the greenshoe well before the end-year expiry date showed demand was still buoyant. The 90m shares will go to institutions.

Andrew Fisher, Frankfurt

## RWE eyes E-Plus stake

RWE, the German energy and telecommunications group, is willing to pay between DM2.5bn and DM3.0bn (\$1.63bn-\$1.85bn) for Thyssen's 30 per cent stake in E-Plus, Germany's third-largest mobile telecommunications network. Sources close to RWE said yesterday the two companies had started top-level talks, and no announcement was to be expected for some time.

However, Thyssen yesterday said: "We have no offer and we are not selling," and industry analysts are sceptical about RWE's chances of clinching Thyssen's stake.

Wolfgang Münchau, Frankfurt

## ABB, Volvo in joint venture

ABB, the Swiss-Swedish industrial group, has signed a preliminary agreement to form a joint venture company with Volvo, the Swedish carmaker, to supply automation equipment for automotive body assembly shops and press lines. The new company would include Volvo businesses for assembly-line engineering, press automation and lightweight welding guns. It would also include Volvo unit Olofstrom Automation's operations in Toronto, Detroit, and São Paulo.

AFX News, Zurich

## R-P plans Aids vaccine test

Pasteur Méruex Connaught, the vaccines arm of France's Rhône-Poulenc, the French chemicals conglomerate, expects to move into Phase III efficacy trials for a vaccine against Aids before the end of the century. The company, which is devoting 20 per cent of its research budget to Aids, said it aimed to produce several candidate vaccines to be tested in trials starting in 1998. It said its strategy was based on the combined use of a number of immunogens. Professor Alf Lindberg, vice-president of research, said people would "most probably" need to take several doses of the eventual vaccine. David Owen, Paris

## Koor agrochemicals purchase

Makhteshim and Agan, the world's leading producer of generic agrochemicals and part of Koor, Israel's industrial holding group, yesterday paid \$12.5m for a 65 per cent stake in Detenpar Participações, manufacturer of crop protection chemicals. The acquisition was part of Koor's strategy of tapping into expanding markets in Latin America.

Judy Dempsey, Jerusalem

Comments and press releases about international companies coverage can be sent by e-mail to [international.companies@ft.com](mailto:international.companies@ft.com).



Major player: Prisma hopes to form alliances with leading sports broadcasters

November 1996

**T-Mobile**  
(DeTeMobil Deutsche Telekom MobilNet GmbH)

a wholly-owned subsidiary of

**Deutsche Telekom AG**

has acquired an indirect strategic equity interest in

**American PCS, L.P.**

operator of a wireless personal communications system in the Washington D.C. / Baltimore area.

Salomon Brothers acted as financial advisor to T-Mobile and assisted in the negotiations.

**Salomon Brothers**

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December 1996

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## COMPANIES AND FINANCE: EUROPE

# Fresenius finds prescription for long-term health

German medical products group's US acquisition this year has made it world leader in kidney dialysis services

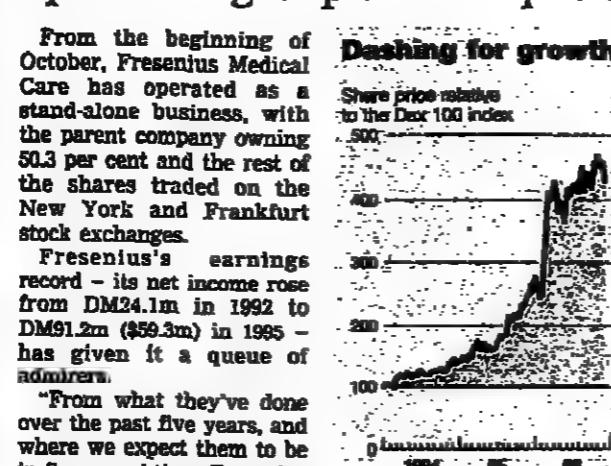
**G**erd Krick is sitting on two of the hottest jobs in European industry. First, he is chairman of Fresenius, the German health products business that in the past five years has been one of the continent's fastest expanding companies.

Second, he heads up Fresenius' subsidiary Fresenius Medical Care, the world's largest supplier of kidney dialysis services. His job is to knit the operations on both sides of the Atlantic to form a vertically integrated group providing dialysis equipment and services.

Fresenius' growth has been phenomenal. Since 1992, net income has more than trebled, while its share price has increased from around DM35 to DM205 yesterday - outperforming the DAX stock market index by 223 per cent.

Earlier this year, it took a giant leap when it paid \$2.5bn for a majority stake in National Medical Care, a US kidney dialysis company formerly owned by W.R. Grace, the US specialty chemicals group.

Together with Fresenius' existing dialysis operations, the acquisition makes Fresenius Medical Care the international leader in this field with some 600 treatment centres taking care of more than 50,000 patients. Fresenius' other operations include pharmaceuticals, intensive care and hospital projects.



From the beginning of October, Fresenius Medical Care has operated as a stand-alone business, with the parent company owning 50.3 per cent and the rest of the shares traded on the New York and Frankfurt stock exchanges.

Fresenius' earnings record - its net income rose from DM24.1m in 1992 to DM91.2m (\$59.3m) in 1995 - has given it a queue of admirers.

"From what they've done over the past five years, and where we expect them to be in five years' time, Fresenius is one of the most promising growth stocks in Europe," says Mr Alex Magona, a German specialist at the London office of Robert Fleming, the UK merchant bank.

One of the reasons it may prove able to sustain such growth is its internationalisation.

Consolidated annual sales of Fresenius - including the new acquisition - came to DM5.1bn last year on a pro-forma basis. Of this total, just 17 per cent came from Germany, with nearly two-thirds of the revenues from the US - mostly from the dialysis operations from the W.R. Grace purchase. Prior to the US acquisition, Fresenius' annual sales stood at DM2.2bn, a figure which had shown steady growth since the DM1.2bn registered in 1991.

Mr Krick, a mechanical engineer who has worked for Fresenius since 1975 and who has been chairman

since 1992, plans to keep expanding by developing the kidney dialysis operations. These account for roughly four-fifths of Fresenius's total revenues.

**H**e target for this business is to expand sales by 15 per cent a year in the near term, both through opening new treatment centres, particularly in Europe and east Asia, and "maximising the efficiency" of existing ones. That market is growing fast: the number of people worldwide who receive kidney dialysis treatment - now put at 700,000 - is growing by about 9 per cent a year. This is attributed to a mixture of better diagnostic methods and the tendency for people with kidney disorders to live longer because of improved healthcare standards, partic-

ularly in the developing world.

Publicly-run dialysis centres - which treat people with renal disorders up to three times a week to clear waste matter from their bodies that would normally be done by the kidneys - will, Mr Krick thinks, gradually give way to private operations such as the ones offered by his company.

"This is what we have seen in the US, and I think it is safe to assume the same trend will be apparent elsewhere," he says.

Of Fresenius' Medical Care's revenues, roughly 40 per cent comes from sales of products such as special pharmaceuticals and disposable dialysis devices (or "filters") and other accessories that are an essential part of the dialysis treatment. The rest is from

the "service" aspects of the operations.

Mr Krick reckons the company is in a good position to achieve good profits growth through integrating the product side of the business - which includes the development of new or improved dialysis machinery - with the service side.

"This integrated approach means we can take all the margins between the 'product' and the 'provider' ends of the business, which will make us unbeatable," says Mr Krick.

**T**he second big part of Mr Krick's strategy is to continue with the Fresenius culture - which applies to other parts of the business as well as dialysis care - based around "leveraging" German technology into the company's international operations and

keeping individual business units small and tightly managed.

On the first point, of the company's total 35,000 employees, only 4,100 are in Germany where they are mainly involved with technical research and marketing jobs. Most of the service and production functions are devolved to the company's treatment centres and its 38 worldwide plants, which are spread across the globe.

"Ninety per cent of the developments [for future business applications] will come from Germany. This will continue to be the technical centre for the group," says Mr Krick.

Because of Germany's high wage costs, it will be increasingly uneconomic for Germany to focus on production, while concentrating on technology "is the

## Discussions on French bank stake suspended

By Andrew Jack in Paris

Discussions over the sale of control by the Paribas group of Crédit du Nord, the retail banking network, have been suspended. It emerged yesterday.

Banques Populaires, the mutualist French banking network, had been holding talks over recent months to buy Crédit du Nord from Paribas, the financial group. Paribas also controls Banque Paribas, the merchant bank, Compagnie Bancaire, the specialist bank, and Paribas Affaires Industrielles, a portfolio of investments.

The talks were expected to lead to the sale of a 51 per cent stake in Crédit du Nord, with Banques Populaires recapitalising the bank and maintaining the option of increasing its holding over the next few years.

However, the talks are believed to have stalled in the past few days, at least in part over the question of the price Banques Populaires was willing to pay.

Paribas yesterday "denied categorically" reports that it had signed an agreement in principle to sell Crédit du Nord.

In November last year, Paribas replaced Mr Bernard Aubranger as chairman of Crédit du Nord, creating instead a two-tier board structure.



## Steady profits growth lifts Degussa shares

By Wolfgang Münchau  
in Frankfurt

Degussa, the German chemical and metals group, yesterday surprised the market with an upbeat earnings statement and forecasts of a substantial increase in sales in its European business.

Degussa's shares yesterday rose by 3.8 per cent to close at DM68.5 in Frankfurt.

For the year to end-September, Degussa recorded a 2 per cent increase in pre-tax profits from DM404m to DM413m (\$288m). Earnings per share rose DM1 to DM3.8, an increase of 3 per cent.

The company achieved sales of DM13.8bn, down 1 per cent from the previous financial year. The sales were affected by a weak first-quarter performance.

Degussa said it recorded

markedly different regional performances, with strong growth in North and South America, weak growth in Europe and falling sales in Germany. The pattern is typical for the industry in a year in Germany was hit by a recession.

Like other German chemical and pharmaceutical groups, Degussa is now predicting an upturn in domestic and European business. The company said yesterday: "The new financial year has got off to a good start. Sales have increased and earnings have improved. We reckon the noticeable upturn of recent months, particularly in Europe, will continue."

Yesterday's rise in the share price underlines an improvement in market perceptions of Degussa shares after the appointment of Mr

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Number of Shares in Basket  
0.38903  
0.33582  
0.36923  
0.53712  
0.19410  
0.46972

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In the presence of a close, collaborative relationship, substantial value can be added. Hicks, Muse, Tate & Furst spotted and quantified the opportunity: multiple radio station ownership in an attractive operating climate resulting from deregulation. Working with Hicks, Muse, Tate & Furst through several iterations of growth, we structured a series of unique, integrated financings that combined bank debt, high-yield subordinated debt and preferred stock and, ultimately, an IPO. Throughout this process, over a two-year period, Bankers Trust raised more than \$800 million of capital in the leveraged finance market. The result is Chancellor Broadcasting Company, today the third largest pure-play radio station group in the United States. For Chancellor Broadcasting Company, Bankers Trust's flexible and integrated financing solutions added incremental value at every step and helped our client assemble a blue chip portfolio of radio stations across the United States. To discuss how we might work together with you to design an equally innovative solution to your financial services needs, please contact us.

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Architects of Value

## COMPANIES AND FINANCE: ASIA-PACIFIC

## Red Earth looks to green, pleasant land

Mention the Body Shop, the highly-successful "natural products" retailer, to Mr Nick Chadwick, and a slight weariness creeps into his voice.

Comparisons have been drawn so often between the British-owned group and its smaller chain of Red Earth stores - which span much of Asia and Australia and will soon arrive in the UK - that he can explain the difference without pause for thought.

"What happened in the early 1980s was that there were a rash of [Body Shop] copycats," he says, "but basically the customer wanted it... all those yummy natural products." Since then, he argues, consumers have become more sophisticated, and increasingly capable of discriminating between environmental hype and genuine natural ingredient claims.

So, while the Red Earth founder admits that Body Shop's success in marketing "natural products" provided a general inspiration, he also says that the Melbourne-based chain - which opened its first store five years ago - started out with a slightly different customer in view.

For a start, Red Earth tends to pitch to older shopgoers, typically in the 18 to 35-year-old age bracket. Second, it expects them to spend more: "Our products are always dearer than Body Shop, even in Australia."

The stores' sleeker image is a further conscious effort at differentiation. Red Earth outlets, claims Mr Chadwick, are probably "a little bit austere" for the average Body Shop customer.

This may be shrewd marketing talk, given that Body Shop has been pursuing higher-spending customers recently. Still, UK consumers will get their chance to put these nuances to the test soon. Red Earth, which has more than 80 outlets in Australia and more than 70 internationally, is negotiating a deal with Kingfisher's Superdrug to launch concessions in the UK. An announcement is expected in the next few weeks.

The move into Asia happened within two years. According to Mr Chadwick, it was spurred by approaches from people interested in taking the Red Earth idea overseas. "It was a supply and demand issue -



Not the Body Shop: Red Earth aimed at older, bigger-spending customers, says founder

Body Shop was dominant "collaborative" effort, but Red Earth makes its money on the supply of products. So, recognising that to be "pro-active rather than reactive", he found a second partner in the form of Mr Michael Ying, the Hong Kong-based owner of the Esprit fashion chain.

In contrast to Body Shop's franchise model, Red Earth's international strategy was always based on licence agreements, each covering an entire country and drawn up with one joint venture partner. Typically, these lay out sales criteria, performance expectations, store opening plans and so on. Retail pricing remains a

In spite of the heady expansion, Mr Chadwick says Red Earth is still very much "in distribution mode". The next step, he says, will be to rebase personally from Hong Kong to London, and then look at means of tackling the continental European market.

On the way, there will probably be some form of capital-raising. This might mean a float of the Australian company or of the international business, which is a separate entity - or a private placement. SBC Warburg, says Mr Chadwick, is now doing the homework.

Nikki Tait

increase in profits compared with the first half of 1995-96. The underwriting unit also had "a very active half-year". Overall, the equities division's share of total operating profit rose to 17 per cent from 9 per cent a year before, while investment services nudged up from 8 per cent to 10 per cent.

Elsewhere, the treasury and commodities division had its best first half since it was formed in 1988, with all seven sub-divisions operating in the black. However,

He said it was still "extremely busy", and was optimistic about prospects for the current half. However, he noted that the second half of 1995-96 - when the bank made a profit of A\$5.2m after tax - had been particularly strong and would be "hard to beat".

Macquarie's net interest income for the six months to the end of September was slightly lower, at A\$39.8m against A\$42.2m, while trading income rose from A\$37m to A\$43.4m. The most marked change came in fee and commission income, which rose from A\$110.2m to A\$149.3m in the first half of 1995-96. As a result, total operating income rose from A\$190.2m to A\$232.7m.

Mr Allan Moss, managing director, attributed the surge in commission income partly to continued growth in assets under management, which reached A\$19.8bn at the end of September, from A\$17.8m at the end of March, and to strong results from the equities division, helped by buoyant and busy stock market conditions.

Macquarie's stockbroking arm saw a near-400 per cent

increase in profits compared with the first half of 1995-96. The underwriting unit also had "a very active half-year". Overall, the equities division's share of total operating profit rose to 17 per cent from 9 per cent a year before, while investment services nudged up from 8 per cent to 10 per cent.

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Macquarie's stockbroking arm saw a near-400 per cent

## Macquarie Bank ahead at halfway

By Nikki Tait in Sydney

Macquarie Bank, the Australian investment bank, has announced an interim after-tax profit of A\$46m (US\$37.5m), compared with A\$37.5m a year earlier.

The results follow the sale last week by the UK's Hill Samuel of its stake in the bank, to Brunei Investment Agency. Mr David Clarke, chairman, said the profits increase had come from across the bank's range of activities.

He said it was still "extremely busy", and was optimistic about prospects for the current half. However, he noted that the second half of 1995-96 - when the bank made a profit of A\$5.2m after tax - had been particularly strong and would be "hard to beat".

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Macquarie's stockbroking arm saw a near-400 per cent

## French bank upbeat

The Asian operations of Crédit Lyonnais are set to record net profits in the region of US\$150m this year, a rise of about 30 per cent, according to Mr Jean Peyrellevade, chairman of the French state-owned bank, writes John Riddig in Hong Kong.

Speaking in Hong Kong yesterday, Mr Peyrellevade said the Asia-Pacific operations of the bank should continue to provide steady increases in profits over the next few years. He also expressed confidence in Hong Kong's prospects after its return to Chinese sovereignty next year. "I am certain it will remain an important financial centre," he said.

Credit Lyonnais has been building its investment banking and commercial banking operations in the region, expanding into derivatives and fixed-income products, mainly in local currencies. Mr Peyrellevade described as "stable" the shareholding structure of Crédit Lyonnais Securities Asia, the Hong Kong-based investment banking arm in which the French group holds a 65 per cent stake.

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VSAT Service Providers and/or Manufacturers / Authorized Distributors of VSATs and HUB are invited to submit their bids in the prescribed tender documents available from the General Manager, Institute for Development and Research in Banking Technology, 10-3-311 Castle Hills, Road No. 1, Masab Tank, Hyderabad 500057, India on payment of Rs.5000/- (Rs. Five Thousand only) by Demand Draft on any Scheduled Commercial Bank in India in favour of the "Institute for Development and Research in Banking Technology" and payable at Hyderabad. The tender documents can be obtained from the Institute's Office at Hyderabad on any working day between 10.00 a.m. and 3.00 p.m. from December 2, 1996 to January 10, 1997. Only Technical bids are invited in the first stage. Commercial bids will be required to be submitted only by the vendors, shortlisted by the Institute, based on the evaluation of the technical bids. The Technical bids should reach the Institute latest by 2.00 p.m. on January 15, 1997, at the above mentioned address. The Institute reserves the right to accept or reject any bid without assigning any reason.

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Craig Alford Frank

JAN 1997

## COMPANIES AND FINANCE: AMERICAS/ASIA-PACIFIC

# US banks poised for fresh consolidation

Recent trends in share prices have created the conditions for a renewal of merger activity

**U**S commercial banks are ready for another bruising wave of consolidations, say Wall Street analysts.

Speculation was reawakened by last week's \$1.9bn acquisition by ABN Amro of Standard Federal, a Michigan-based thrift bank with a base in Chicago. It was the largest acquisition in the sector for three months.

News that Mr Eugene Ludwig, the comptroller of the currency, will make it easier for banks to diversify into non-banking activities through arm's-length subsidiaries has also stoked interest in banking mergers.

A bullish report this week from Salomon Brothers lists potential acquisition targets. The most likely are large regional banks such as Pittsburgh-based Mellon, with \$44bn in assets, and Cleveland-based KeyCorp with \$65.4bn.

This year has seen a fall in banking merger activity after last year's plethora of huge deals led by the merger of Chase Manhattan and Chemical Banking. Other big deals were North Carolina-based First Union's purchase of First Fidelity, the biggest bank in New Jersey, the merger of First Bank of Chi-

ago and National Bank of Detroit, and the takeover of BayBank by Bank of Boston.

This year's biggest deal, which took investment houses by surprise, was the \$3.5bn acquisition of Boatmen's Bancshares of St Louis, Missouri, by NationsBank, the North Carolina bank with a reputation as a consolidator. This followed Wells Fargo's successful hostile bid at the beginning of the year for First Interstate, another California bank.

Otherwise, deals this year

have involved thrifts, or have been defensive mergers between banks in the same state.

But Salomon Brothers' banking team, led by Mr Michael Pidwach, suggests activity has slowed this year because many recent acquirers have been in a "digestive

phase".

It points out that recent share price trends have improved the environment for potential buyers, with shares in the large-capitalisation regional banks, viewed as the most likely acquirers, out-performing those of small and medium-sized

banks.

In 1996, banks' stocks have performed well. Salomon

## Top bank mergers and acquisitions, 1996

Buyer	Seller	Value	Date
Wells Fargo	First Interstate	\$1.9bn	Sept 1996
NationsBank	Boatmen's Bancshares	\$3.5bn	Aug 1996
First National	California Federal	\$200m	July 1996
Washington Mutual	American Savings	\$100m	July 1996
Pepsi Finance	Hart Savings	\$50m	Nov 1996
Southern National	United Carolina Bancshares	\$35m	Nov 1996
U.S. Bancorp	Leader Financial	\$25m	Sept 1996
First Union	Center Financial	\$25m	June 1996
Hancock	Supra Financial	\$15m	Sept 1996
U.S. Bancorp	Califormia Bancshares	\$27m	Feb 1996
Nationwide	TCG Bancshares	\$20m	April 1996
Fidelity	American Bancorp	\$10m	Jan 1996
KeyCorp	C.M. Beck Holding	\$22m	April 1996

Source: Comptroller

Brothers' 50-bank Index gained 30.9 per cent, well ahead of the gain by the market as a whole. But this conceals a gain of 33 per cent by banks valued at \$12.5bn or more, while those capitalised at \$3bn or less have gained only 15 per cent. This means that the large "super-regional" are now trading at a multiple of only 12 times 1997 earnings, a modest discount to the 12.9 ratio for smaller banks.

A year ago, shares of smaller banks had been bid up to more than twice their book value as a result of bid speculation, while the larger banks were lagging because of worries that acquisitions would hurt their earnings.

Salomon also points out that it is difficult for banks to raise earnings in the present environment without acquisitions, as demand for loans has slowed and many banks face dilemmas over whether to make costly new investments in technology to improve their distribution systems.

Its 163-page study looks at 42 potential acquisition candidates, and assesses the rationale and likely take-over

prices for 325 different potential merger combinations. Apart from Mellon and KeyCorp, other banks to emerge from the Salomon study with "attractive upside potential" include Summit, a \$22bn asset bank based in New Jersey; Huntington, a \$30bn asset Ohio bank with a large car finance subsidiary and a branch network in six states, including Florida; and First American, which is based in Tennessee.

Other names mentioned on Wall Street include First Chicago NBD, the product of a defensive merger last year, which has a relatively low market rating given its position as the leading bank in the Chicago area.

Barnett Bank, which has the largest market share in Florida, is also widely regarded as a "trophy" bank by potential acquirers, although any bidder would probably have to pay a prohibitively high price for it.

Salomon's list of potential bidders includes the largest regional players to have sat out last year's big deals, including BankAmerica, Ohio-based Banc One, and Minnesota's Norwest. It also mentions a number of others which

could continue this year's trend for smaller banks to make acquisitions.

Mr Michael Mayo, banking analyst at Lehman Brothers, also sees continued consolidation. He points out that the market share of the top five banks in each of the nine census regions of the US is only 35 per cent, leaving room for extensive further consolidation without troubling US competition.

Furthermore, he says, the next few years should see banks aiming to build "national franchises", a task which will become easier with the final relaxation of controls on interstate banking in July. Bidders are prepared to pay for banks with strong networks in prosperous areas of the country.

According to Mr Mayo: "There's no doubt that over the next three to five years we will see a degree of consolidation in the US banking industry exceeding that seen in 1995. Many big banks are getting themselves into fighting condition after their last deal - like NationsBank did earlier this year - and there's plenty more to come."

John Authers

banks will formally merge in the first quarter of 1997.

"This is not the first and by no means the last of a number of mergers in the Philippine banking sector," said Mr Michael Johnson, a banking analyst at All Asia Capital, in Manila. "We expect there will be a lot more consolidation as foreign competition heats up and as domestic capital requirements are raised to strengthen the local banking industry."

Analysts said it was no coincidence that the merger was informally announced last week on the day that the central bank decided to raise minimum capital requirements for commercial banks. The decision, which increased minimum requirements for commercial banks by more than 20 per cent to 250 pesos and for universal banks to 4.5bn pesos, is expected to encourage smaller banks to consolidate.

"There are a lot of market rumours at the moment about other possible mergers," said Mr William Daniel, head of the BZW office in Manila. "Some of the smaller banks are going to need to boost their capital base to meet the new competition."

## Interim loss at Lane Crawford

By Louise Lucas  
In Hong Kong

The cost of Lane Crawford's foray into Singapore was revealed yesterday when the Hong Kong department store group announced a net loss of HK\$390.2m (US\$41.74m) for the six months to September 30, after a profit of HK\$26.4m for the same period last year.

Lane Crawford, which is controlled by Wheeck, shut down its loss-making Singapore store in September. The move cost HK\$637.4m, while the closure of the store's Express outlets in Hong Kong resulted in an exceptional loss of HK\$12.6m.

Lane Crawford blamed the closures on weak retail markets, especially in Hong Kong, but analysts think this is only one factor. "I think their strategy was absolutely wrong, although it was made by a different management," one Hong Kong-based analyst said.

The opening of the Singapore store came at a time of strong retail competition in the island state, while the Hong Kong stores have been criticised for selecting expensive but poor-selling products.

Mr Wilson Chan, company secretary of Lane Crawford, said he did not see retail sales improving significantly in the rest of the year.

Lane Crawford's first-half operating loss was HK\$57m. One analyst said: "These results are very bad, particularly in light of the fact they do have rental income. Rental income was around HK\$20m, and they have income from their securities portfolio, so you can imagine the operating loss from the stores themselves."

The loss per A-share for the six months to September 30 was HK\$0.803, compared with earnings of HK\$0.334 a year ago. The interim dividend is cut by 17.65 per cent, from HK\$0.30 to HK\$0.17.

### Notice of Redemption to the Holders of Pacific Gas and Electric Company

12 per cent. Debentures due 2000  
(CUSIP No. 694109 CT6)

NOTICE IS HEREBY GIVEN THAT, pursuant to Section 1003 of the Indenture dated as of 9th January, 1993, between Pacific Gas and Electric Company (the "Company") and Bankers Trust Company, as Trustee (the "Trustee"), the Company has elected to redeem (the "Redemption") all of its outstanding 12 per cent. Debentures due 2000 (the "Debentures") on 9th January, 1997 (the "Redemption Date"), at the redemption price of 100 per cent of the principal amount of the Debentures (the "Redemption Price"). Interest will be paid in the manner specified in the Indenture, including all interest accrued up to the Redemption Date. The Redemption is pursuant to this Notice of Redemption is not a sinking pursuant to the 11th or 12th paragraph of the form of indenture of the Debentures.

On the Redemption Date (unless the Company shall default in the payment of the Redemption Price), the Redemption Price will become due and payable on all Debentures. Interest on the Debentures will cease to accrue on and after the Redemption Date and the only remaining right of the holder of the Debentures after such date will be to receive payment of the Redemption Price upon surrender of the Debentures to the Trustee and interest payable up to the Redemption Date.

The Debentures together with all coupons appurtenant thereto, maturing after the Redemption Date are to be surrendered for payment of the Redemption Price at one of the offices of the Paying Agents listed below:

Bankers Trust Company  
1 Appold Street, Broadgate  
London EC2A 2HE  
England

Bankers Trust Co.  
P.O. Box 2055  
6000 Frankfurt am Main  
Bockenheimer Landstrasse 19  
Germany

Swiss Bank Corporation  
Pariserstrasse 9  
CH-8010 Zurich  
Switzerland

Banque Industrielle Luxembourg  
39 Allee Scheffer  
L-2510 Luxembourg

For presentation of Registered Debentures only to:

By Mail:  
Bankers Trust Company  
Corporate Trust & Agency Group  
123 Washington Street, 1st Floor, Woolworth  
New York, New York 10006

By Overnight Mail:  
BT Services Tennessee, Inc.  
Securities Payment Unit  
P.O. Box 791207  
Nashville, TN 37291-2717

The method of delivery is at the option and risk of the holder. It is delivered by mail, certified or registered mail is recommended for your protection. All certified items used but not defined herein, shall have the meanings assigned to such terms in the Indenture.

No representation is made as to the accuracy of the CUSIP number or as printed on the Debentures or as set forth in the Notice of Redemption.

FEDERAL INCOME TAX LAW MAY REQUIRE THE WITHHOLDING OF 31 PER CENT OF ANY PAYMENTS TO HOLDERS PRESENTING THE DEBENTURES FOR REDEMPTION OR CONVERSION WHO HAVE FAILED TO FURNISH A TAXPAYER IDENTIFICATION NUMBER CERTIFIED TO BE CORRECT UNDER PENALTY OF PERJURY. HOLDERS MAY ALSO BE SUBJECT TO A PENALTY OF U.S. \$50 FOR FAILURE TO PROVIDE SUCH NUMBER.

A CERTIFICATION MAY BE MADE ON THE SUBSTITUTE FORM W-9, A COPY OF WHICH IS PROVIDED ON THE LETTER OF TRANSMISSION.

Pacific Gas and Electric Company  
Bankers Trust Company  
as Trustee

3rd December, 1996

“People say we are too high-principled. But where would your investments be without principles?”

Many things have been said about us. No doubt we asked for it. We've been doing the same job for 200 years: managing investments. And our principled management ensures safe handling. Can this reasonably be held against us?

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PICTET & Cie

(1805)

Creative Business

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## COMPANIES AND FINANCE: THE AMERICAS

# Good times still round the corner for Mexico's retailers

**W**al-Mart may not have chosen the best of times when it opened four new superstores in Mexico last week. Only days before, official retail sales figures for September showed a drop of 1.8 per cent on the 1995 figure - which itself had fallen 2.5 per cent on September 1994. Not until 1998 are sales expected to recover their 1994 levels.

Yet within a few months, stores bearing the names of Kmart and Carrefour are also expected to open. "The big players have decided they cannot just wait while valuable land goes on the market and customers shape their preferences," says Ms Christine Almar, an analyst at Deutsche Morgan Grenfell in Mexico City. "So they are expanding again."

At the beginning of the 1990s, Mexican retailing was dominated by a handful of large domestic companies that had divided the market between them for years. But a growing population meant traditional small and mid-size stores would be unable to keep pace, and they turned to multinational retailers, which were

attracted by expectations of high economic growth.

Wal-Mart, the biggest of the US retailers, paired up with Cifra, Mexico's largest retailer, to establish Wal-Mart and Sam's Club Stores.

Both Price Club/Costco, the US membership warehouse chain, and Anchan, one of France's largest retailers, set up joint ventures with Comercial Mexicana, the second-largest company in Mexico.

Carrefour, the French retail group, joined up with Gigante, the next biggest retailer, which also established alliances with Office Depot, Radio Shack and Fleming Companies. And Kmart, the struggling US discount store group, allied with Liverpool, which runs two department stores aimed at upper income consumers.

The new joint ventures bought land and built stores at rates rarely seen before in 1994 alone, for example, Cifra expanded its floor space by almost half.

Then came devaluation and a consumer crunch from which the sector has yet to recover. In the third quarter this year, Cifra's same-store

sales fell 11 per cent on the equivalent period of 1995, while Comercial Mexicana's sales stayed flat despite sharp discounting and growth in tourist and border areas. Gigante's sales dropped 25 per cent in 1995 from the previous year.

However, many are sitting on properties that they bought in 1994; Cifra has between 40 and 50 sites. "The competition is also thinking of expansion," says an executive at Cifra, which had nearly 80 projects on its books at the end of 1994 but opened just 12 stores in 1995. "The buildings for the stores are already there and our ambition is to be the biggest national retailer in Mexico."

Cifra's partner, Wal-Mart, has sufficient money to consider expanding. Other alliances have been less happy; Gigante, which invested about \$150m in its marriage to Carrefour, says the venture has hindered it from refurbishing its wholly-owned stores. "If we were separate, our financial strength would be greater," says Mr Ignacio Toussaint,

head of corporate finance.

The company has also suffered from consolidating the Bianchi chain, bought in 1993 for about \$124m. Other ventures face different problems. Liverpool's alliance with Kmart links two dissimilar retailers, as Liverpool's upper and middle class department stores, Liverpool and Fabricas de Francia, attract very different clients from K-Mart. Asked to explain the logic of the joint venture, into which each partner has ploughed \$100m, one Liverpool executive suggested it was a shame to pass up sites that could fit Kmart, but not Liverpool. The venture has yet to break even.

Cifra's venture with Wal-Mart divides 243 stores into two groups: those that were operating before the joint venture, and those that opened after, which are 50-50 owned by Wal-Mart and Cifra. The split does complicate administration, and Cifra admits a simpler structure would be preferable.

The depth of the recession has diverted retailers from the rush to snap up locations. Liverpool has been reshaping its merchandise to concentrate on basic items. Gigante, whose gross margins fell 1.3 percentage points to 20.7 per cent in the first half of 1996, is focusing on increasing its revenues per store; Mr Toussaint believes the group can grow

Clare Gascoigne  
and Daniel Domby

## CEI lifts stake in Cointel

By David Milling  
in Buenos Aires

Citicorp Equity Investments is to pay \$30m for a 17.5 per cent stake in Cointel, the holding company that controls Telefónica de Argentina (Tasa), taking its holding to 49 per cent.

The purchase of ordinary class A shares from Banco Rio represented a payment of \$2.71 per Tasa share, taking into account Cointel's financial debt of \$400m, according to a report from Banco Republica.

This was roughly a 5 per cent premium above Friday's

closing price of \$2.58.

The contract will be signed in December with payment to take place in February 1997. Cointel holds a 60 per cent stake in Tasa.

Tasa is managed by Telefónica de España, which has a 16 per cent stake in Cointel, said Mr Christopher Ecclestone, of brokers Interacciones.

If Citicorp Equity Investments were planning a management coup, it would need 60 per cent of votes, which would involve the support of minority Cointel shareholders such as the Bank of New York, Bank of Tokyo and

local conglomerate Techint. "Clearly this will be an expensive adventure if it is only to show CEI's faith in Telefónica's managers," Mr Ecclestone said. "I doubt that is the goal."

Mr Ecclestone said some analysts had questioned Telefónica's management fees, which they considered high. CEI might be able to reduce these by hiring in-house managers or passing the management contract on to a US company such as BellSouth or AT&T, both of which are believed keen to enter the Argentine market.

Agco eyes Fendt purchase

By Peter Marsh in London

Agco of the US, one of the world's four biggest makers of agricultural machinery, has started discussions about buying Fendt, Germany's last remaining independent tractor maker and the biggest supplier of tractors for the German market.

Neither company would comment on the talks last night. However, Mr Robert Ratliff, Agco's chairman, has made no secret that Agco is interested in buying Fendt as part of its effort to build sales in Europe. Agco had sales of \$2.1bn

last year, and is interested in expanding this to about \$6bn by early next century, mainly by growth outside North America, where the company has 40 per cent of its sales.

Mr Ratliff has said he would be willing to spend up to \$1.5bn over the next few years on acquisitions to continue the company's run of buys since 1990. Its biggest to date has been the \$225m purchase of Massey Ferguson from Vary of the US, in 1994.

In 1990 there were 15 independent German tractor makers, but high German wage costs have contributed to their disappearance.

Fendt, based in Marktoberdorf, Bavaria, has annual sales of about DM300m (\$385m) and makes about 7,000 tractors a year - 60 per cent of them for sale in Germany, where it is market leader with a 20 per cent share of new tractor sales. Agco has a German market share of 8 per cent.

The acquisition would put Agco ahead of its main global competitors in tractors - John Deere and Case of the US, and New Holland, of Italy - in the important German market.

## Airline suspends payments

Canadian Airlines International, which is in the process of putting together a restructuring plan, has suspended payments to lenders and aircraft lessors on about two-thirds of its short-term obligations.

The move affects about 70 institutions, and covers payments of C\$170m (US\$126.8m) due over the next six months. The airline plans to renegotiate the payments. Canadian is also seeking concessions from trade unions, government and the Dallas-based AMR, parent company of American Airlines, which has a 33 per cent stake in Canadian. All but one of six unions representing the airline's 16,400 workers have agreed pay cuts averaging 5 per cent. The federal government and the provinces of Alberta and British Columbia have offered fuel tax rebates. Under the plan, AMR would reduce fees it charges Canadian for reservations, marketing and other services.

Bernard Simon, Toronto

## Bristol-Myers in screening deal

US pharmaceuticals company Bristol-Myers Squibb has become the latest in the sector to buy in technology in order to screen large numbers of potential new drugs quickly. The New Jersey-based company has signed a research and licensing deal worth up to \$60m with Aurora Biosciences, a California biotechnology company.

BMS is buying rights to Aurora's fluorescent screening technology and will collaborate with Aurora to develop screening assays. The two will also work on Aurora's fast screening system, designed to screen 100,000 samples a day. Such technology has become an essential to the research efforts of large drug companies. Two years ago, Glaxo Wellcome of the UK paid more than \$60m for California's Affymax, for its screening technology.

To pay the full \$60m, BMS would have to exercise all options for further screens, research funding and milestone payments. The deal allows Aurora to earn royalties on any products identified from these screens.

Daniel Green, London

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Christopher M. Kearns (0171) 322-6322 in London.

E-Mail: ADR@BankofNY.com

This announcement appears as a matter of record only.

**WOOLWICH Building Society**

\$40,000,000 Series 47  
Floating rate notes  
due May 2000

Notice is hereby given that the notes will bear interest at 6.4250% per annum from 29 November 1995 to 28 February 1997. Interest payable on 28 February 1997 will amount to \$1,517.58 per \$100,000 note.

Agent: Morgan Guaranty Trust Company  
JP Morgan

**SmithKline Beecham PLC**  
Floating Rate Unsecured  
Loan Stock  
1990/2010

Interest Rate: 5.1875% per annum  
Interest Period: 2nd December 1996  
3rd March 1997

Midland Bank plc  
Agent Bank

**Notice of Partial Redemption**  
Cardiff Automobile Receivables Securitisation (UK) No.2 plc  
\$285,000,000  
Due 28 February 1997

Notice is hereby given that in accordance with the Conditions the following Note will be redeemed on 10th December 1996:

Class A Notes: 2,043 Notes  
(Value £10,436,000)  
Midland Bank plc Notes  
(Value £160,000)

Bankers Note: Principal Paying Company, London Agent  
1st December 1996

**HSBC Global Investment Funds**  
Société d'Investissement à Capital Variable  
7, rue du Marché-aux-Herbes  
L-1728 Luxembourg

**NOTICE**

The shareholders are advised that the following dividends have been declared payable to the shareholders on the register as at close of business on 28th November 1996 and the shares were traded ex-dividend on 29th November 1996.

**AMOUNT PER SHARE** **SUPERUND**

USD 0.09	Chinese Equity
USD 0.18	European Equity
USD 0.40	Hong Kong Equity
USD 0.018	Indian Equity
USD 0.022	Int'l Managed Equity
USD 0.11	North American Equity
USD 0.12	Pan-European Equity

The dividend for each of the above-mentioned funds will be paid to shareholders on Thursday 12th December 1996.

The dividend is payable to holders of bearer shares against presentation of coupon 10 tec.

Banque Internationale à Luxembourg  
2 boulevard Royal, L-2953 Luxembourg

Hongkong & Shanghai Banking Corporation  
1 Queen's Road Central, Hong Kong

By order of the Board of Directors

**HSBC Global Investment Funds**  
Société d'Investissement à Capital Variable  
7, rue du Marché-aux-Herbes  
L-1728 Luxembourg

**NOTICE**

Shareholders are hereby informed that on 29 November 1996, the shareholders have in a Class Meeting approved the following increase of management fee.

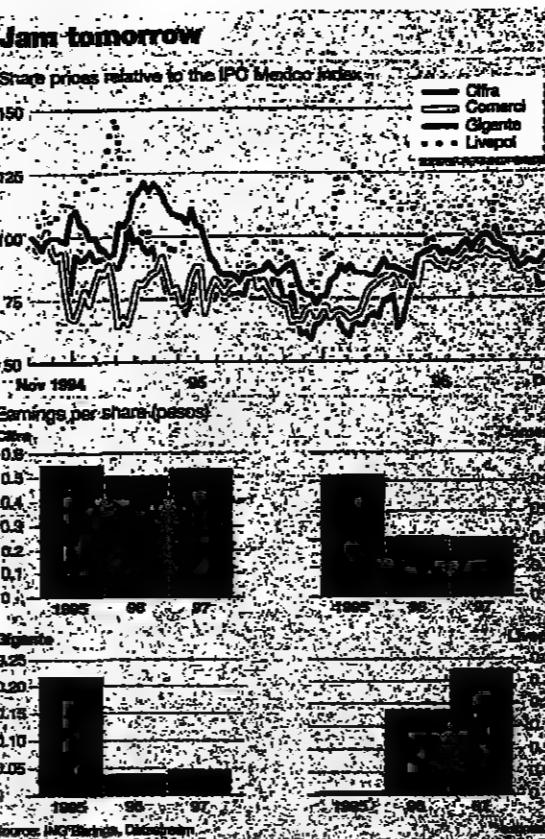
The management fee in respect of the US Dollar Bond Fund has been increased to 1.00% per annum on the net asset value.

The increase of management fee shall become effective on January 1, 1997.

The above-mentioned change does not affect the rights of shareholders to redeem their shares without redemption charge or convert their shares into shares of another sub-fund of the Company.

The Board of Directors has further decided to change the calculation method of the sales charge. The sales charge will as from January 1, 1997 be 5.25% of the amount paid by investors (being 5.54% of the dealing price). This change does not affect existing shareholdings.

The Board of Directors



## AMERICAS NEWS DIGEST

### Woolworth to buy Eastbay for \$146m

Woolworth, the troubled US retailer that has been showing signs of financial recovery, is to buy the Nasdaq-listed Eastbay, a mail-order sports shoe retailer, for \$146m in cash. The acquisition contrasts with a string of disposals by Woolworth as it has sought to focus on a core of more profitable activities. Mr Roger Farah, Woolworth chairman and chief executive, said Eastbay complemented the group's athletic business, now the biggest and most profitable of its divisions. Woolworth operates about 3,500 sports shoe stores, mainly under the Foot Locker name.

Woolworth is paying \$24 a share for Eastbay, with the acquisition expected to close early next year. Eastbay's management will receive \$22 a share and up to \$1.75 a share more if performance targets are met. The company had net sales of \$117.5m in the year to last June. Eastbay's shares jumped 94% to \$23 in early trading, while Woolworth's were unchanged at \$24.

Richard Tomkins, New York

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To pay the full \$60m, BMS would have to exercise all options for further screens, research funding and milestone payments. The deal allows Aurora to earn royalties on any products identified from these screens.

Daniel Green, London

**International financial news from a European perspective.**

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1000

## Racal shares tumble 18% on warning

By Motoko Rich

Racal Electronics angered investors yesterday when it warned that profits in the current financial year would be nearly a third lower than last, knocking 18 per cent off the value of the shares.

Shares in the defence and electronics group tumbled 50p to 225p as the group said it expected to report full-year pre-tax profits of £30m (£38.5m), against 270.4m last year.

### S&N hit by Center Parcs

By Roderick Oram

Strong interim profits from Scottish & Newcastle's UK brewing and pubs were undermined by continuing weakness in its Center Parcs holiday complexes on the continent.

Pre-tax profits rose 26 per cent to £195.1m (£325.8m) in the 26 weeks to October 27, exceeding most forecasts and prompting a minor upgrade in full-year profit estimates.

The shares rose 18p to 637p.

But the upgrades were largely a catch up with the better first half, rather than in anticipation of an improvement in the second. Analysts remained cautious about Center Parcs' slow recovery after an 11 per cent drop in operating profits to £18.8m on sales down 4 per cent to £164.6m.

S&N is investing some £250m over two years to enhance its continental complexes, but profit growth is heavily dependent on a pick up in continental consumer spending.

First half occupancy rates were running at 88 per cent in Germany and the Benelux countries, and at 86 per cent in France. UK centres achieved 91 per cent, plus increases in tariffs and on-site spending.

### RESULTS

	Turnover (£m)	Pre-tax profit (£m)	EPS pence	Current forecast (£)	Date of forecast	Dividends	Dividend payout ratio	EPS for year	Total net assets (£m)			
Acol	8 mths to Sept 30	72.5	(61.2)	4,650	(445)	14.2	(13)	3.18	Feb 3	2.75	-	8.4
Alcon	8 mths to Sept 29	71.7	64.2	4,650	(31)	8.27	(7.3)	2.5	Jan 31	2.5	-	8.25
Accor	6 mths to Sept 30	6.1	0.54	1,000	(1.5)	0.10	0.05	-	-	-	-	1.1
AT&T	8 mths to Sept 30+	12.1	0.17	2.11	0.037	0.21	0.01	-	-	-	-	4
BTC	8 mths to Sept 30	10.0	(18.8)	25.7	(21)	0.911	(0.07)	4.05	Feb 10	3.85	-	11.2
Cablevision	8 mths to Sept 30	10.3	(10.4)	0.0481	0.0481	0.33	0.16	0.1	Feb 25	0.12	-	-
Dee Valley Water	8 mths to Sept 30	5.03	0.31	1.5	0.251	2.05	0.1959	5.5	Jan 2	4.03	-	14.5
Emcor	8 mths to Sept 30	5.42	0.87	1.76	0.242	0.78	0.63	2	Feb 4	0.12	-	4.12
High-Prest	Yr to May 31	41.2	0.034	0.034	0.171	3.9	0.71	18	-	0.01	0.5	0.5
HES	8 mths to Sept 30	5.73	0.22	0.64	0.016	3.21	0.7	1	Apr 2	-	1.6	0.75
OMV	6 mths to Sept 30	21.8	0.375	0.321	0.32	4.61	0.6	-	-	0.01	-	15
Orbitron	5 mths to Sept 30	45.2	0.05	0.65	0.78	14.3	1.17	5.5	Feb 13	5	-	15
Rowferson	8 mths to Sept 30	7.68	(0.38)	1.46	0.31	7.83	0.92	0.31	Jan 17	0.31	-	2.57
West & Nemours	8 mths to Oct 27	1,065	(1,245)	185.1	(154.54)	24.3	21	7.21	Feb 7	0.55	-	18.43
Stobart	Yr to Sept 29	205.8	(173.4)	29.34	(25.99)	5.7	4.88	1.2	Apr 11	1	2.15	1.75
Taylor (Sainsbury)	8 mths to Sept 30	17.3	(11.7)	0.702	0.467	4.51	0.5	2.1	Feb 3	1	-	5.3
Tops Estates	8 mths to Sept 30	1.21	(0.65)	1.21	0.003	1.25	1.73	0.075	Mar 28	0.072	-	2.45
Toy Options	Yr to Aug 31 1995	30.3	0.58	1.68	1.23	7.16	2.5	1.73	Jan 31	1.73	2.5	1.73

Earnings shown basic. Dividends shown net. Figures in brackets are for corresponding period.  $\triangle$  After exceptional charge.  $\square$  After exceptional credit. \* Comparative restated.  $\Delta$  On increased capital.  $\times$  Pro forma.  $\times$  Comparative pro forma.  $\square$  Rental income.

### RICHMOND

#### RESULTS FOR THE SIX MONTHS ENDED 30 SEPTEMBER 1996

The Board of Directors of Compagnie Financière Richemont AG announces the following results for the six month period ended 30 September 1996.

	Six months ended 30 Sept 1996	Six months ended 30 Sep 1995	% Change
Net Sales Revenue	£ 2,343.6 m	£ 2,037.7 m	+ 15.0%
Operating Profit	£ 466.2 m	£ 354.1 m	+ 31.7%
Profit Attributable to Unitholders	£ 143.3 m	£ 152.4 m	- 6.0%
Earnings per Unit	£ 24.96	£ 26.54	- 6.0%

The financial highlights shown above exclude the effects of goodwill amortisation from the results for both periods.

- Strong growth in operating profit reflected:
  - a 12.3% increase in underlying tobacco operating profit as well as the full impact of the merger of Rothmans International with the tobacco businesses of Rembrandt Group in January 1996.
  - a maintained level of operating profit reported by Vendôme Luxury Group.
  - an increase of £ 20.1 million in Richemont's share of operating losses in respect of its media interests, held through Netfield.
- Profit attributable to unitholders and earnings per unit, adjusted to exclude goodwill amortisation from the results for both periods, decreased by 6.0% to £ 143.3 million and £ 24.96, respectively.
- The results for the period under review do not reflect any impact of the merger of Netfield's European operations with those of Canal+, which was agreed in principle in September 1996. As definitive agreements are currently being finalised and a number of regulatory and other approvals are required to be obtained, it is likely that the merger will only be completed at the end of the current financial year. The anticipated impact of the transaction on Richemont's earnings will therefore not be reflected in the results for the current year.

Copies of the interim report of Richemont may be obtained from: Compagnie Financière Richemont AG Rämistrasse 2 6300 Zug, Switzerland Telephone: +41 (0)41 710 33 22 Telex: +41 (0)41 711 71 38

Richemont International Limited 15 Hill Street London W1X 7FS Telephone: +44 (0)171 499 2539 Telex: +44 (0)171 491 0524

The warning was an apparent volte face for the company, which told shareholders in August it was on course to move operating profits "substantially ahead" and raise pre-tax profits even after a £20m restructuring charge.

"There is a bit of egg on the face of the management," said one analyst.

Brokers, who downgraded their forecasts in October after a series of analysts' meetings, again cut figures

for the current financial year and for 1997-98. Forecasts for the year to March 1998 slipped from £20m to £7m.

Mr David Elsbury, chief executive, said the board decided at its monthly meeting last Friday to issue the warning after determining it would not meet its revenue targets in the radio division, which sells defence and paramilitary radio equipment to governments in 140 countries.

He said turnover in the

division, which has average sales of about £150m a year, was likely to fall by £3m.

However, 50 per cent margins in the division meant the effect on the bottom line would be substantial, cutting £15m off profit expectations.

Analysts said the group

should have anticipated the shortfall earlier. "There are long lead times in the order book and if the board only found out on Friday then it raises questions about the management or what they

are telling us," said one.

Mr Elsbury said the group was conducting a strategic review of the radio division, which is a world leader. He said market research showed the market was likely to contract from £2.4bn in sales today to £1.9bn by 2000.

The group would consider redundancies among its 1,300 radio staff. Mr Elsbury would not rule out a disposal of the division.

Full-year profits would fall by a further £5m because of

problems in other divisions,

which Mr Elsbury declined to elaborate. Details would be provided with the group's interim results today, moved forward from an announcement originally scheduled for Thursday. Pre-tax profits of £21m are expected after a £10m charge for reorganising the data products division.

Mr Elsbury said the group

expected profits to increase "substantially" in 1997-98 because of improved results from data products.

### LEX COMMENT

## Racal

An investment in Racal has traditionally been a bet on the management pulling enough rabbits out of a hat to make up for a disappointing performance.

Over the past decade, the demergers of Vodafone and Chubb have compensated richly for Racal's own poor showing.

Yesterday's profit warning, which knocked 18 per

cent off the shares, is a reminder that the business

has not lost its power to

underperform. The main

cause of the £20m profits

shortfall is the military

radio division - a mature

operation with high earnings

visibility. This does not sit easily with Racal's sunny

optimism just four months ago when it predicted a sub-

stantial increase in profits. The real worry, however,

is that Sir Ernest Harrison, the chairman, has run out of

rabbits: profits at the previously fast-growing network

services business are under pressure; while a flotation of lottery operator Camelot, in which Racal has a stake, would be tricky given fears that an incoming Labour

government could take away its franchise.

Unsurprisingly, Racal is again being spoken of as a bid target.

It is easy to get to a sum-of-the-parts valuation of 300p or more compared with the current 225p share price. But Racal is such a disparate collection of companies that any bidder would have to break it up and painstakingly sell on the parts. Williams Holdings was prepared to do so when it bid in 1991. Whether anyone would be willing to do the same today is doubtful.

## Premier Oil lifts Discovery offer

By Jane Martinson in London and Nikki Taft in Sydney

Oil Search, the Australian energy group, yesterday

cleared the way for Premier

Oil's takeover of Discovery

Petroleum with the sale of

its 10.1 per cent stake after

the UK oil independent

slightly upped its offer for

the Australian oil and gas

group.

Premier, which now holds

29 per cent of Discovery fol-

lowing its purchase of the

stake, said it was confident

of taking control. Oil Search

had been considered a likely

bidding for Discovery.

Premier increased its offer

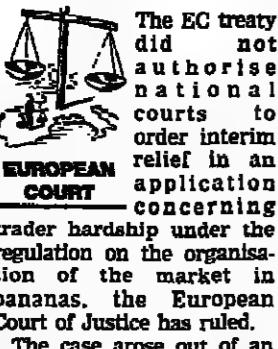
from 80 cents to 81 cents a

share because of the strength

of sterling

## LAW

## No relief in hardship case



The EC treaty did not authorise national courts to order interim relief in an application concerning trader hardship under the regulation on the organisation of the market in bananas, the European Court of Justice has ruled.

The case arose out of an application by the German trading company, T. Port GmbH & Co. KG, concerning import quotas for third-country bananas. In 1983 the regulation introduced common arrangements for their importation which replaced national arrangements.

In accordance with these new rules, Port obtained licences from the German Federal Office for Agriculture and Food to import a certain quantity of third-country bananas on the basis of quantities sold in the reference years 1983 to 1990. In 1994 Port pleaded that it was suffering hardship and requested additional licences on the grounds it had been able to import only an unusually small quantity of bananas during the reference years.

Following an order of the German Federal Constitutional Court, the Higher Administrative Court of Hesse ordered that Port be granted additional licences on an interim basis and referred a series of questions to the European Court of Justice.

The German court asked first whether Article 16(3) or Article 30 of the regulation required the Commission to lay down rules for cases of hardship.

Having analysed the provisions of the regulation and existing case law, the European Court concluded that Article 16(3) did not allow the Commission to lay down rules for cases of hardship but that Article 30 did so authorise. Where difficulties were inherent in the transition from the national arrangements to the new regulation and were not caused by a lack of care on

the part of the traders concerned, the Commission was required to lay down such hardship rules.

Turning to the German court's second question, the European Court considered whether the EC treaty authorised national courts to order provisional measures in proceedings for the grant of interim relief to traders until the Commission had adopted an act to deal with the matter.

The European Court reviewed its rulings on the power of national courts to grant interim relief and reiterated that the interim legal protection which Community law ensured for individuals before national courts had to remain the same.

However, the situation raised by the German court was different as it did not concern the grant of interim measures in order to ensure interim protection of rights which individuals derived from the Community legal system. Rather it concerned the grant to traders of interim judicial protection in a situation where, by virtue of a Community regulation, the existence and scope of traders' rights had to be established by a Commission measure which had not yet been adopted.

National courts had no jurisdiction to order interim measures pending action on the part of the Commission and judicial review of alleged failure to act could only be exercised by the Community judiciary. It was for the relevant member state to request initiation of the procedures leading to a Commission measure. In a case involving hardship an applicant trader could approach the Commission directly and request it to adopt the measures required.

If the Commission failed to act, the member state or trader could bring an action for failure to act before the European courts.

*Case C-69/95: T. Port GmbH & Co. KG v Bundesanstalt für Landwirtschaft und Ernährung ECJ (FC) 26 November 1996*

BRITISH COURT CHAMBERS, BRUSSELS

## Kaul takes charge at Israel's Clal

There was a mixture of disappointment and excitement last week when Isaac Kaul, chairman of Bezeq, Israel's state-owned telecommunications network, accepted an offer to be chief executive of Clal, one of the country's largest industrial conglomerates.

Disappointment because Kaul, 51, had transformed Bezeq from a sleepy bureaucratic giant into one of the world's most efficient networks since becoming chairman in 1990. By the end of this year, he will have succeeded in digitalising the entire network after lifting off its subsidiaries, opening up Bezeq to competition from international carriers and privatising 23 per cent of the company.

It was hoped that the soft-spoken Kaul would remain until next year to oversee plans by the government to sell off another stake in Bezeq and eventually prepare the ground for the deregulation of the industry.

Unlike Koor Industries, its rival, Clal has yet to restructure, concentrate on a core group of sectors and thereby tap its real potential. Its six divisions, ranging from investments to health resorts, together had an aggregate turnover of \$5bn

in the financial year to March 1996.

Appointed senior vice-president and chief financial officer of SPELLING ENTERTAINMENT GROUP. He joins from Walt Disney Studios, where he was most recently senior vice-president, finance.

■ The Dutch banking and insurance group ING has confirmed Mijlert Vervens as chairman; he has been acting chairman since the death of Johan Irbe in September.

■ Thaddeus Buzak has

been appointed as a director of the BANK OF THE PHILIPPINE ISLANDS, the country's third largest. He is replaced by Vicente Madrigal Warner.

■ NAY NETWORKS has appointed Dave Shirley, formerly Intel's vice-president of corporate marketing, as its executive vice-president of sales, marketing and service.

■ Kary McDonald rises from deputy to chairman at BANK OF NEW ZEALAND, following the retirement of Bob Stannard. Hugh Remie will fill the vacancy left by Sir Alan Halliday's retirement.

■ Steven Laub has been promoted at LATTICE

last year. But the group has been plagued by problems, most notably in its printing and graphics division and in textiles.

Although Kaul's experience has been rooted in communications, analysts believe the way he turned around Bezeq - breaking through red tape and inviting competition - will serve him well when he takes over Clal next April.

Judy Dempsey, Jerusalem

## MTV reshuffles

MTV, the video music channel, is reshuffling its senior management by appointing Frank Brown as president of MTV Asia in place of Peter Jamieson, who is moving to London as executive vice-president of MTV International.

The changes come at a time when MTV is preparing to face fiercer competition worldwide, as digital television comes on stream and new video music channels challenge it for viewers and advertising revenue.

Brown, 37, has worked for MTV since 1988, including stints as senior vice-president of advertising sales for MTV Europe and executive vice-president of MTV Asia, where he took charge of advertising and business development.

In his new role as president of MTV Asia, he will be based in Singapore.

Reasons for the world's biggest temporary employment group setting up its European headquarters now.

Not least of them is the merger announced in May between its two nearest rivals, Adis of Switzerland and France's Ecco, which could yet knock Manpower off its pedestal as global number one. Even though

his move was planned well before hand, Chait admits that the creation of a giant new rival is "an added stimulus to bring a tighter focus to the European group".

There is a strong underlying logic, too. Globalisation is the current buzz-word in the employment sector, where the biggest corporate clients increasingly demand services which cross national boundaries. Add in the growing liberalisation of European employment markets, and Manpower sees the potential for rapid growth in countries such as Germany and Italy.

The move is a return trip to Europe, since Chait - originally Manpower's legal adviser - spent 1988 and 1989 in the UK, helping it free of the debris after the collapse of the British employment group Blue Arrow. Joining the board in 1991, he rose to chief financial officer two years later, a function he continues to fulfil pending the appointment of a successor.

His new title as managing director of the group's international division gives him responsibility for a little over half of Manpower's near \$7bn global revenues. Terry Hueneke, who handles the Americas, has the rest. It also puts him among the select band of potential successors to 68-year-old Mitchell Fromstein as the group's chairman. *Nim Caswell, London*

## Huntsman's push

Huntsman, America's largest private chemicals company, has appointed its first two European vice-presidents, signalling its determination to establish itself in the region. They are Colin Jones and Christian Caleca, who respectively become vice-president, managing director Europe and vice-president, polymers Europe.

Jones joined Huntsman in 1980, as European financial director, and has been involved in each of the company's European acquisitions, joint ventures and expansions. Caleca has been with the company since 1994 as managing director of the company's European polystyrene business.

The group also appointed three new European directors: Francis Jannequin as director chemicals Europe, Dick Shorney as director manufacturing Europe and Tim Melling as financial director Europe. The five men will make up an executive team for the region.

The appointments are particularly significant given the group's recent reduction in the number of vice-president posts, from 60 to 20. "This really signals our intent to double the size of our business in Europe by 2000," said Jon Huntsman, chairman. *Jenny Luesby, London*

## ON THE MOVE

■ François De Lavalette, until recently president of Schweppes Europe, succeeds Enrico Sola, who is retiring, as UK-based president and chief operating officer of DEL MONTE Royale Foods. He will be based in the UK.

Reporting to Vivian Imernag, chairman and chief executive.

■ Tapio Hintikka, president of NOKIA General Communications Products and a member of the Finnish mobile phone group's executive board, is leaving to become managing director of Hackman Group from January 1.

■ Robert Plancher is retiring as chief accounting officer of AMERICAN BRANDS, the US consumer products group, at the end of the year, but will remain as senior vice-president.

He is succeeded by Craig Omtvedt. John Thompson joins the board and Joseph Griffin becomes assistant to the chairman.

■ Thomas Matthews stepped down as a vice-president of TEXACO on November 30.

■ William Clark has been

appointed senior vice-president and chief financial officer of SPELLING ENTERTAINMENT GROUP.

He joins from Walt Disney Studios, where he was most recently senior vice-president, finance.

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■ Steven Laub has been promoted at LATTICE

become president as well as chairman and chief operating officer. Stephen Steggs rises to senior vice-president and chief financial officer.

■ Ronald Cieslak rises to vice-president planning at GENERAL MOTORS EUROPE from December 1.

■ The Finnish construction group PARTER has appointed Aker ASA's president and chief executive officer Björn-Rune Gjelsten to the board. Tom Raud is resigning following his appointment as chief executive of Norway's second largest bank Kreditkassen.

■ ALLIED-SIGNAL, the German-based specialty chemicals producer, has appointed Norbert Dietrich as head of its Riede-de-Hahn business unit. He was previously chief executive of American Home Products' German agricultural chemicals and pesticides business, Cyanamid Agrar.

■ ENRON, the Texas-based natural gas and electric company, has announced that Rich Kinder, president and chief operating officer, will be retiring at the end of December. Kenneth Lay will

become president as well as chairman and chief executive and has signed a new five-year contract.

■ Kenneth McVey is to retire as director and president of the international division of ELAN CORPORATION, the drug delivery company, at the end of the year.

■ The US sports goods manufacturer LA GEAR has appointed Victor Trippetti as chief financial officer and senior vice-president.

■ COLLINS JARDINE, the real estate arm of Jardine Pacific, has appointed David Govey as managing director of Singapore and regional managing director of south-east Asia.

■ Rick Bachmann, president and chief operating officer of THE LOUISIANA LAND AND EXPLORATION COMPANY, is taking early retirement before the end of the year. Leighton Stewart, chairman and chief executive, will resume the role of president.

■ John Walker, president of Interface Europe, joins the

board of INTERFACE, the Atlanta-based carpet tile manufacturer which has announced its intention to double its current £175m annual European turnover within four years.

■ Juan Pablo Soriano succeeds Michael Buneman as director general of MOODY'S ESPANA. Buneman moves to a new role as vice-president, developing markets co-ordinator at the US credit ratings group.

■ Tong Chong Hoang has returned to FAR EAST LEVINGTON SHIPBUILDING, the Singapore-based oil rig construction specialist, as executive director. He was previously managing director at Keppel Corp.

■ Geoff Kleeman joins WOOLWORTHS Australia as chief finance officer.

■ Malcolm Brown has been appointed group head of research at W.L. CARR, the Hong Kong-based stockbroking arm of Banque Indosuez. He joins in February from Hoare Govett in London, where he is head

of UK equity research.

■ Ram Tarnja and B. Vijayaraghavan have joined the board of ITC, the Indian tobacco and hotels conglomerate, as non-executive directors.

■ Alex Kumar becomes president, international of REVOLIN's consumer products group, reporting to George Fellows, the US cosmetics group's chief operating officer.

■ Chen Kuo-yung has resigned as president of Taiwan's CHINESE PETROLEUM CORP. following an explosion at the Taoyuan refinery.

■ Glenn Camp rises to president of the mono pump division at DRESSER INDUSTRIES, and Paul Butzberger to executive vice-president of the oil tools division.

## International appointments

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SESSION 1996-97****LLOYD'S TSB**

NOTICE IS HEREBY GIVEN that application is being made to Parliament by Lloyd's Bank Plc, TSB Bank plc and HB Stanhope Bank Limited for leave to subscribe to the present Session a Bill under the above title or short title for purposes of which the following is a concise summary:

To provide for the transfer to and winding up of Lloyd's Bank Plc of the undertakings of TSB Bank plc and HB Stanhope Bank Limited.

On and after 6 December 1996 a copy of the Bill may be inspected and copies obtained at the price of £1 each at the offices of:

Lloyd's Bank Plc  
PO Box 1122  
Carfax House,  
Carfax Way,  
Bristol, BS99 7LB.

TSB Bank plc  
PO Box 4700  
Victors House,  
Victors Square,  
Birmingham, B1 1BZ.

Monsr Unicredit Plc  
100 Finsbury Square,  
London EC2M 7SY.

Objection to the Bill may be made by depositing a Petition against it. It shall be deposited in the Committee on the latest date for depositing such a Petition in the Private Bill Office of that House will be 30th January 1997; if it originates in the House of Lords, the latest date for depositing such a Petition in the office of the Clerk of the Privileges that House will be 6th February 1997. Further information may be obtained from the Private Bill Office of the House of Commons, the office of the Clerk of the Privileges, House of Lords and the office of the Under-Secretary of State for Parliamentary Affairs.

Dated 3rd December 1996

DEONELL MARTIN,  
100 Finsbury Square,  
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Parliamentary Agent.

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## CONTRACTS &amp; TENDERS

## TENDER ANNOUNCEMENT

HUNGALU Hungarian Aluminium Industrial Co.Ltd.

[55, Margit krt, Budapest, 1024]

(hereinafter referred to as the "Contracting Party" or "Hungalú Rt.") invites bids in an open, one-round tender to sell a quota of its fully owned subsidiary,

AJKA Aluminium Industrial Co. Ltd.

(hereinafter referred to as "Ajka Aluminium Ltd")

The registered capital of Ajka Aluminium Ltd.: HUF 1,767,820,000

Owner's equity of Ajka Aluminium Ltd. on 31.12.1995: HUF 1,276,774,000

Bids may be submitted by specifying the bid price for a quota with a rounded nominal value of HUF 1,591,040 thousand, representing 94 % of the registered capital of Ajka Aluminium Ltd.

A quota with a rounded nominal value of HUF 176,780 thousand, representing 10 % of the registered capital, shall be separated by Hungalú Rt. from the quota representing 100 % state, which shall, following the closing of the tender, pursuant to Act XXXIX of 1995., be offered for sale at 50 % of the accepted bid price to the employees of Ajka Aluminium Ltd., who may exercise this purchase option within 60 days from the date of publication of this offer. In the event the employees do not, or do not wish to exercise fully the option to acquire ownership in Ajka Aluminium Ltd., bidder shall be obliged to undertake to purchase the remaining quota as well on the conditions specified in its bid.

The purchase price may be paid in cash only, neither deferred payment nor payment in instalments will be accepted by the Contracting Party. Bidders may not use the E-loan facility. Foreign bidders may submit bids in which they determine the bid price in a foreign currency accepted by the National Bank of Hungary as a convertible foreign currency. Such bids shall be accepted by Hungalú Rt. at the foreign exchange purchase rate as officially quoted by the Hungarian Credit Bank (MHB) on the day corresponding to the submission deadline.

Participation in the tender is subject to purchasing, against signing a confidentiality agreement, for a purchase price of HUF 300,000 + VAT, or a corresponding convertible foreign currency amount calculated at the foreign currency buying rate quoted by the Hungarian Credit Bank (MHB) for the day of payment of the above purchase price, the detailed invitation to tender as well as the Hungarian and/or English language tender documents including the Information Memorandum prepared by Ajka Aluminium Ltd. containing the major economic data deemed material to the tender. The documents referred to in the Information Memorandum are available in the Hungarian language.

The above HUF 300,000 + VAT amount, that is, altogether HUF 375,000 shall be payable in cash, or shall be transferred to the Hungalú Rt.'s account No. 10200971-20100690-00000000 kept by the Hungarian Credit Bank (Magyar Hitel Bank). The tender documentation shall be available only against presentation of a cheque or transfer certificate evidencing payment of the above amount.

The tender documentation shall be available at the Privatisation Directorate of Hungalú Rt. in Room 421., at 55, Margit krt., Budapest, II.

from the 4th December, 1996, on working days between 9 a.m. and 2 p.m.

Telephone: 36-1-175-48-19, Telefax: 36-1-175-58-02

Bidders shall, as an earnest of their bid, deposit, not later than the final date of submission of bids, a bid bond of HUF 20 million to the account No. 10200971-20100690-00000000 opened for this purpose by Hungalú Rt. with the Hungarian Credit Bank Ltd. (Magyar Hitel Bank Rt.). Bidders shall provide evidence of payment of such bid bond upon submission of their bid. Any fees or bank charges payable for the transfer of money shall be borne by the bidder effecting payment.

Bids shall be submitted personally or delivered by a person holding a power of attorney, in the presence of a Notary Public, at the above address, between 9 a.m. and 11 a.m., on the 26th of January, 1997, in 5 Hungarian copies, in a sealed envelope which bears no name of the sender, with the original copy marked as "original". Foreign bidders may enclose an English translation to the Hungarian version of their bid, of which the latter shall be deemed as the governing version.

Envelopes shall bear the marking:

"Ajka Aluminium Tender"

Bids shall be evaluated on the basis of the conditions set forth in the tender invitation. The Contracting Party hereby reserves the right to declare the tender unsuccessful without any legal consequences.

Bidders shall recognise and accept that the winner of the tender shall, within 30 days from the date of notification of the award, enter into a purchase agreement with Hungalú Rt., and shall, if necessary, extend the validity of its bid and the maturity of its payment securities.

Participation in the tender shall be subject to the bidder undertaking to maintain its bid for 120 days from the date of submission thereof.

Information on the tender and on major data and characteristics of Ajka Aluminium Ltd. is available at: HUNGALU Rt., Dr. Nándor Sillinger, Director of Privatisation, Telephone: (36-1)-175-65-28, telefax: (36-1)-175-58-02.

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## INTERNATIONAL CAPITAL MARKETS

**US Treasuries withstand strong data****GOVERNMENT BONDS**

By John Authers in New York and Richard Adams in London

The US bond market yesterday withstood the release of economic data suggesting the economy was growing quicker than expected - and recorded minimal losses at midday after its strong rally last week.

The national purchasing managers' index rose to 52.7 for November from 50.2 in October, higher than market expectations, while the Commerce Department reported that construction spending rose 1.8 per cent in October.

There was also anecdotal evidence from retailers that

**Italian bond futures shrug off concerns on size of budget deficit**

Reports that the Italian budget deficit for 1996 may rise as high as 7.5 per cent of gross domestic product did little to stop Italian government bond futures rising yesterday, writes Richard Adams.

With the December contract for BTIP futures expiring tomorrow, trading on Liffe, the London futures exchange, was quiet. The December contract set-

aled 0.22 higher at 129.06, while the March contract gained 0.40 from roll-over activity to settle at 128.35. The cash market was more subdued, with the benchmark 10-year BTIP closing down 0.05 at 111.04.

Ms Ilaria Fornari, economist at J.P. Morgan in Milan, expects the 1996 deficit to be around 7.0 per cent of GDP, falling to 4.0 per cent in 1997.

The size of the budget deficit is an important criterion for membership of European monetary union. Under the Maastricht treaty, Italy will need a deficit of 3.0 per cent or less to qualify. "I don't think a deficit of 3 per cent is credible until 1998," Ms Fornari said. Then the government may be able to benefit from falling interest rates.

the Thanksgiving weekend, traditionally the beginning of the peak sales season, had been the strongest for some years.

But analysts swiftly said the figures were not as worrying as they first appeared. Merrill Lynch said the rise

in the NAPM index was most likely due to a jump in the electronic equipment sector, which would not be repeated, while the data were consistent with "modest economic growth and continued low inflation". The benchmark 30-year

Treasury long bond initially fell by 1/2 on the news, but by midday it had regained most of its losses to be off only 4/2 for the day at 101 1/2, yielding 6.37 per cent.

This followed the market's strong rally in its shortened trading day last Friday,

when the yield fell to 6.34 per cent. Yields at the short end of the market also rose, with the two-year bond dropping by 1/2 to 100 1/2, to yield 5.82 per cent.

In Europe, a fall in the French jobless total and talk of lower interest rates saw

**Kazakhstan and Israel prepare debut deals****INTERNATIONAL BONDS**By Conner Middelmann  
in London and Judy Dempsey in Jerusalem

Kazakhstan officials were in London yesterday to promote the Asian republic's forthcoming bond issue.

The visit was part of a tour of international capitals ahead of the launch of the bonds scheduled for early next week. The issue, expected to total up to \$200m of two to three-year bonds, being arranged by ABN Amro House Govett.

Mr Grigory Marchenko, chairman of Kazakhstan's securities commission, said the country did not urgently need the funds, but was undertaking the issue mainly to raise its profile among international investors. "Our main objective is to establish a track record for the country and to open

the international capital markets for Kazakh borrowers," he said.

He said the bonds should benefit from Kazakhstan's strong macroeconomic fundamentals: the first year of economic growth since 1989, forecast at 1 per cent for 1996; declining inflation, expected to stand at 20 per cent year-on-year by year-end and set to fall further in 1997; and the country's wealth of natural resources.

He also highlighted the scarcity value of the bonds. "For many investors, this will be only way of getting exposure to Kazakhstan," he said, unlike Russia, where investors can buy domestic debt instruments and dollar-denominated Ministry of Finance bonds.

Israel is also preparing its eurobond debut, expected this Thursday. The bond is the first to be issued under the country's \$750m Euro-

pean medium-term note programme - through which it can make several bond issues in different currencies under a single legal framework. The issue is seen as a test case of Israel's economic credibility and fiscal management once the annual \$2bn of US-backed loan guarantees expire next year.

Standard & Poor's, the rating agency, yesterday assigned an A-minus long-term foreign currency rating to the forthcoming issue, expected to total \$200m-\$300m. It said the outlook on the rating was "stable", given the government's commitment to reducing the budget deficit from 4 to 4.5 per cent of gross domestic product this year to less than 3 per cent of GDP next year. However, it said the rating was constrained by a heavy government debt burden, currently 115 per cent of

Analysts warned that the rating was based on the government's proposed \$14.9bn (\$1.6bn) of cuts in next year's budget, which are already facing opposition from within the conservative Likud-led coalition headed by Mr Benjamin Netanyahu, the prime minister.

Israel Electric Company, the state-owned electricity company, also plans to issue up to \$400m of international bonds, after an important decision to move into the debt market rather than the US treasury market.

Meanwhile, Spain is con-

sidering a jumbo D-Mark bond of up to DM2bn in the five or 10-year sector. How-

ever, some dealers felt such a deal would be difficult to execute so close to year-end. "The D-Mark market has performed very well and people have taken the opportunity to clear their books ahead of year-end - the next few weeks are likely to see a softer market," said a Frankfurt dealer.

Spain's state-owned Instituto de Crédito Oficial is set to issue \$500m of five-year

**WORLD BOND PRICES****BENCHMARK GOVERNMENT BONDS**

	Coupon	Date	Price	Day's change	Yield	Week ago	Month ago
Australia	8.75	11/05	97.7280	+0.00	7.07	7.08	7.02
Austria	5.875	10/1/2000	+0.17	6.71	5.92	5.94	5.94
Belgium	7.00	11/05	98.00	-0.05	6.77	6.78	6.78
Canada	7.000	10/05/2000	-0.20	6.11	6.20	6.20	6.20
Denmark	8.000	03/05/2000	-0.140	5.98	6.70	6.60	6.60
France	BTAN	5.500	10/07	103.9283	+0.040	4.99	4.84
OAT	8.500	10/08	108.8800	-0.040	5.62	5.82	5.83
Germany	Bund	8.250	10/04	104.2700	-0.110	5.05	5.01
Iceland	8.000	03/05/2000	-0.20	6.20	6.20	6.20	6.20
Italy	9.500	02/06	113.0000	-0.090	5.901	5.75	5.69
Japan	No 140	08/01	122.3777	-0.350	1.37	1.32	1.38
No 182	3.000	09/05	104.7281	-0.490	2.35	2.68	2.70
Portugal	8.000	02/05	128.1810	-0.080	5.80	5.80	5.80
Spain	8.000	04/05	116.8000	-0.040	6.00	6.00	6.00
UK Gilt	8.000	12/03	103.17	-3.32	8.97	7.03	6.88
7.500	12/05	101.07	-3.32	7.32	7.43	7.52	7.52
9.000	10/08	112-12	+0.03	7.42	7.52	7.63	7.63
US Treasury	8.000	03/05/2000	-0.020	6.20	6.20	6.20	6.20
8.500	11/01	101-22	+1.22	8.27	8.42	8.51	8.51
ECU (French Govt)	7.000	04/06	105.6800	-0.170	6.01	6.21	6.31
London clearing: New York red-day Yield: Local market standard.							
f Gross including withholding tax at 15.5 per cent payable by non-residents							
Source: MIMIS International							

**US INTEREST RATES****TREASURY BILLS AND BOND YIELDS**

Lastest Treasury Bills and Bond Yields

Price ratio ... %  
One month ... 1.00  
Two month ... 1.00  
Three month ... 1.00  
Four month ... 1.00  
Five month ... 1.00  
Six month ... 1.00  
One year ... 1.00

Broker Availabilty ... %  
One month ... 1.00  
Two month ... 1.00  
Three month ... 1.00  
Four month ... 1.00  
Five month ... 1.00  
Six month ... 1.00  
One year ... 1.00

Fed funds at interbank ... %  
One year ... 1.00

Fed funds at interbank ... %  
One year ... 1.00

Source: MIMIS International

Yield: Local market standard.  
f Gross including withholding tax at 15.5 per cent payable by non-residents

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## CURRENCIES AND MONEY

## European central bankers talk dollar higher

## MARKETS REPORT

By Simon Kuper

The dollar touched a six-week high against the D-Mark yesterday, buoyed by continuing speculation that France and Germany would weaken their currencies and by strong US economic data.

The French President Jacques Chirac and the German Chancellor Helmut Kohl met this weekend to reject calls by French politicians and policymakers for a weaker franc against the D-Mark. The franc firmed against the German currency yesterday.

But Mr Jean-Claude Trichet, Bank of France governor, told the FT that a lower franc against the dollar was "another matter". Mr Hans Tietmeyer, Bundesbank president, said he too would have "no complaints" about a slightly higher dollar.

The dollar was also boosted by a far stronger than expected US National

Association of Purchasing Management index, and by strong US construction spending figures. The dollar closed in London 0.4 pence up against the D-Mark at DM1.642.

It closed only 0.1 down against the yen, having dropped sharply in early trading after Mr Yasuo Matsushita, governor of the Bank of Japan, said Japan's economic recovery "appears to be becoming more solid".

Sterling rose on the strong dollar, and the market's belief that UK interest rates will go up this month, probably after the December 11 monetary policy meeting.

The pound gained 1.5 pence against the D-Mark to DM2.593 and half a cent against the dollar to \$1.685.

The Swiss franc hit a 23-

month low against the dollar, closing at SFr1.313 after the Swiss National Bank injected liquidity into money markets. SNB officials have recently welcomed a weaker franc.

■ France and Germany want a stronger dollar. The problem is how to achieve it. France has said it will ask the G7 to raise the issue. But Mr Rob Hayward, economic advisor at Bank of America in London, doubted whether the US would agree to strengthen its currency.

Some currency analysts believe that the Bundesbank will cut interest rates soon, to sustain the German economic recovery as well as to boost the dollar. But Mr Hayward points out that German rates are already well below US levels. In some European countries, rates are at record lows. Nor is it Bundesbank practice to cut interest rates in order to manage exchange rates – particularly not another

month low against the dollar, closing at SFr1.313 after the Swiss National Bank injected liquidity into money markets. SNB officials have recently welcomed a weaker franc.

and investors waited for the euro to prove its strength. But Mr Issing also said that the euro's launch could cut demand for foreign currency holdings, thus hurting the dollar. However, the markets largely ignored the second comment, even though Mr Issing concluded: "The net effect of these various occurrences cannot be determined in advance."

■ Most currencies traders think the pound has peaked. Yesterday it briefly passed DM2.60 – the median forecast for sterling's peak against the D-Mark in last week's IDEAS survey of trading houses.

A gloomy message also emerged from Merrill Lynch's quarterly survey of global investors. The poll showed that fund managers had raised their holdings of sterling well beyond their own targets for currency exposure. They might therefore sell to seek pounds.

Mr Ian Granne, currencies trader at Schroders in London, cited trading last Wednesday afternoon as an omen. The pound fell sharply then, even though no negative news had emerged. "It collapsed because the whole world was long," Mr Granne said. "If most people have bought the pound already, then it can't go much higher." Sterling has appreciated 12 per cent since August.

Yet few traders expect it to drop before the UK next raises interest rates. IDEAS' poll suggests sterling will peak at the end of January.

■ One reason why the dollar rose yesterday was a comment by Mr Otfmar Issing, Bundesbank chief economist. Said he: "I don't see the arrival of a single European currency could cause a shift into dollar deposits, as central banks

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A stronger dollar could therefore prove wishful thinking, some strategists believe.

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■ Most currencies traders think the pound has peaked. Yesterday it briefly passed DM2.60 – the median forecast for sterling's peak against the D-Mark in last week's IDEAS survey of trading houses.

A gloomy message also emerged from Merrill Lynch's quarterly survey of global investors. The poll showed that fund managers had raised their holdings of sterling well beyond their own targets for currency exposure. They might therefore sell to seek pounds.

Mr Ian Granne, currencies trader at Schroders in London, cited trading last Wednesday afternoon as an omen. The pound fell sharply then, even though no negative news had emerged. "It collapsed because the whole world was long," Mr Granne said. "If most people have bought the pound already, then it can't go much higher." Sterling has appreciated 12 per cent since August.

Yet few traders expect it to drop before the UK next raises interest rates. IDEAS' poll suggests sterling will peak at the end of January.

■ One reason why the dollar rose yesterday was a comment by Mr Otfmar Issing, Bundesbank chief economist. Said he: "I don't see the arrival of a single European currency could cause a shift into dollar deposits,

## COMMODITIES AND AGRICULTURE

# NFU sets out cereal quality assurance plan

By Alison Maitland

Plans for the first UK-wide farm assurance scheme for grain were unveiled yesterday by the National Farmers' Union.

Under the scheme, consumers buying bread or downing a pint of beer should be able to find out if their purchases are being made with cereals produced and handled in accordance with food safety legislation and best farming practice.

The NFU said the need to guarantee the quality and safety of cereal crops had been driven by the "mad cow" crisis, concern over genetically modified foods, and the supermarkets.

Tracing cereals through the production chain is more complex than for meat because grain from different farms is mixed to produce the volumes required by millers and other users. The same problem applies to other commodity products, such as milk.

Mr Peter Limb, chairman of the NFU cereal committee, said it would never be possible to trace a loaf back to an individual farm, but it might be possible to say the wheat had come from one of a number of farms in a region all producing to the same standards.

The idea is to provide

assurances to cereal users that the grain was grown with the minimum chemical inputs necessary, transported in clean lorries and kept in hygienic stores.

Millers, supermarkets and brewers would then be able to tell their customers that certain standards had been met.

"In many cases, the standards are in place, but the records are not being kept," said Mr Limb, at a conference entitled "Winning on World Markets", organised by Crops magazine.

The NFU, which plans for the scheme to be run by the grain industry and to be in place for next year's harvest, wants 70-90 per cent of UK cereal production covered within the first few years.

But the plans were attacked for relying initially on self-auditing by farmers, rather than independent verification of quality claims. Mr David Jack, chairman of Scottish Quality Cereals, a scheme covering about a quarter of Scottish cereal output, said: "I believe the trade won't buy it unless it's independently audited."

Mr David Richardson, chairman of Linking Environment and Farming (LEAF), which promotes minimal use of chemicals in agriculture, said the scheme should set environmental standards.

# Barrick takes the heat out of Meikle

Sometimes when a drill bites into the rock at the Meikle underground mine in Nevada, steam and water vapour come streaming out. Hot springs injected the rock with gold between 7m and 14m years ago. In geological terms that was a recent phenomenon, so the rocks are still cooling down.

Touching the rock in some places is like touching a metal kettle just after it has boiled. Ground water temperatures average 140°F (60°C).

However, those same hot springs deposited at least 6.6m troy ounces or 205 tonnes of gold in the Meikle deposit. There is an average of 0.68 ounces of gold in every tonne of ore, making it one of the highest grade mines in the US.

As mine manager Mr Rod Pye points out, Barrick Gold, the Canadian company which owns the Meikle and the nearby Betze-Post open pit mine, has to move only two tonnes of rock to produce an ounce of gold at Meikle, compared with 79 tonnes in the open pit.

When Meikle reaches full production at the end of the year, Barrick should be mining 2,000 tonnes of ore a day and the mine is expected to deliver an annual 400,000 ounces of gold, making it the biggest producing underground gold mine in the US.

Preparing to get the gold out is not easy. Unlike South Africa's deep gold mines, Meikle does not get hotter the deeper you go. The heat is constant. Whenever rock is broken, heat is released.

"There are some places in this mine where people would die from the heat if we had let nature take its course," Mr Pye says. "But we can make winter weather in the mine even on the hottest summer day. We can lower the temperature from 140°F to 30°F."

To develop its mine, Barrick first had to lower the water level. This was accomplished in tandem with the mine at Betze-Post, where most of the ore was below the original water table. The water table was drawn down, through pumping, ending at 6,000ft (1,830m) below the pit floor. This also lowered the water table in the Meikle deposit.

For the next step, Barrick borrowed technology used in South Africa's deep mines. It has spent \$19m of the total \$180m needed to develop Meikle on installing the biggest mine refrigeration system in North America.

It can pump about 600,000 cu ft (17,000 cu m) or almost 18 tonnes of air a minute at 40°F through the mine. This produces a comfortable average temperature of just over 31°F throughout the mine.

"We are not using any untried technology in Meikle. Nothing unique," Mr Pye says. "We faced enough risks anyway. For example, we did not know what the impact of the heat would be before we started developing the mine. So we looked around the world at other mines to see what was best for us."

Equipment was purchased to suit the ore body and people were hired for their suitability to work on the mine.

Leading the Barrick team was Mr Louis Dionne, the vice-president of Canadian operations, chosen because of his experience in Canada, where most mines are underground and accessed through vertical shafts, unlike most gold mines in the US that are open pit or entered through tunnels.

Construction of the mine

started in March 1994. By December last year Barrick had reached the present depth of 1,480ft. The ventilation shaft goes to a depth of 1,320ft and was finished in June.

Naming mines can be tricky but Barrick had no hesitation about its new project, once it became clear it was going to be a big, long-life, low-cost – about \$125 an ounce – producer.

Meikle is named after Mr Brian Meikle, Barrick's senior vice-president of development until his retirement. It was he who helped to persuade Barrick to buy the Goldstrike property on Nevada's Carlin Trend, which now contains Betze-Post and Meikle.

The two mines produce about 300 ounces of gold a year, nearly one-third of all the gold mined in Nevada and about one-fifth of the gold in the US.

Goldstrike's riches have helped make Barrick the third-largest gold producer in the world – the property already has 80m ounces of gold in its reserves.

Mr Eric Lauher, chief exploration geologist, remembers the excitement in 1988 and 1989 when Barrick's drill rigs were hitting 1m ounces of gold each month.

Even so, he says, the Meikle deposit was nearly missed. The target area had been scheduled to have 16 holes drilled in it in those two years. Not until the thirteenth hole did Barrick hit the Meikle ore.

Kenneth Gooding

# Rio Algoma to raise output in Chile

By Bernard Simon  
in Toronto

Canada's Rio Algoma plans to boost output at its Cerro Colorado copper mine in northern Chile by almost 70 per cent, at a cost of US\$158m.

The project is due for completion by mid-1998, raising annual refined copper production to 220m lbs in 1999, from 130m lbs now.

Reserves at the expanded rate will be sufficient for about 20 years of production, and the expansion will lower average cash costs to 45 cents a pound from 53 cents, in 1996 dollar terms.

Cerro Colorado, which came on stream in mid-1994, completed a 50 per cent expansion late last year. The mine, located 130km inland in the Atacama desert, produces cathode copper using a pioneering bacterial and chemical leaching process which is followed by solvent extraction.

The mine's operating profit reached C\$37.4m (US\$27.8m) in the first half of this year, from revenues of C\$20.8m.

Separately, Cominco, the Vancouver-based metals group, said it planned to expand zinc mining projects in Alaska and Peru using the proceeds from the sale of its stake in Air Resources, the Canadian copper producer.

It raised about C\$35m from the sale of less than 10 per cent of Air's shares.

Cominco, which accounts for about 10 per cent of world zinc output and 6 per cent of lead, is in the process of expanding its big Red Dog mine in Alaska.

It is also expected to enlarge its 82 per cent-owned Cajamarquilla zinc refinery in Peru to an annual capacity of about 250,000 tonnes.

# Wave of selling lifts hopes of less turmoil in copper tomorrow

## MARKETS REPORT

By Kenneth Gooding  
and Robert Corrane

On the London Metal Exchange yesterday a wave of selling forced down copper prices, raising hopes that market turmoil forecast for

tomorrow – when dealers must declare whether they want to exercise options – is less likely.

The downward pressure was helped by suggestions that LME stocks will show another rise of between 3,000 and 4,000 tonnes when the exchange reveals the latest statistics this morning.

Nevertheless, traders said the market remained critically short of physical copper and extremely volatile. There was still a chance the price would jump in hectic options activity.

Copper for delivery in three months ended \$55 a tonne below Friday's close, at \$3,187. The pre-

mium for copper for immediate delivery compared with three-month metal eased from \$345 a tonne but was still high at \$185.

Selling by investment funds pushed platinum to a three-year low of \$373.75 at the afternoon "fix" in London. Gold closed down 45 cents an ounce at \$371.05.

Equipment was purchased to suit the ore body and people were hired for their suitability to work on the mine.

Oil prices rallied in late London trading after a weak opening, on claims that Iraq has signed its first contracts for the sale of crude oil under the United Nations oil-for-food plan.

The price of benchmark Brent Blend for January delivery jumped to around 23.30 a barrel

on Monday evening, almost 40 cents up on Friday's close.

Refined products also benefited from steady or firmer prices.

Crude and refined product prices on the Nymex also rose, although activity was modest on the first trading day after the long Thanksgiving weekend.

## COMMODITIES PRICES

## BASE METALS

## LONDON METAL EXCHANGE (Prices from Amalgamated Metal Trading)

## ■ ALUMINIUM, 99.7 PURITY (\$ per tonne)

Close	1488.5-65	1525-26
Previous	1509-10	1535-37
High/low	1494	1535-1518
AM Official	1480-94	1522-23
Kerb close	1510-19	1519-19
Open int.	247,493	247,493
Total daily turnover	69,972	69,972

## ■ LEAD (\$ per tonne)

Close	662-64	662-63
Previous	671-5	683-4
High/low	671-5	683-4
AM Official	675.75-15	686-87
Kerb close	687-88	687-88
Open int.	38,267	38,267
Total daily turnover	10,255	10,255

## ■ NICKEL (\$ per tonne)

Close	8740-35	8825-30
Previous	8720-40	8620-35
High/low	8725-670	8670-5600
AM Official	8720-35	8615-20
Kerb close	8840-50	8840-50
Open int.	48,500	48,500
Total daily turnover	10,821	10,821

## ■ TIN (\$ per tonne)

Close	6075-80	6099-100
Previous	6075-83	6095-100
High/low	6075-80	6095-100
AM Official	6095-100	6105-08
Kerb close	6095-88	6095-88
Open int.	15,467	15,467
Total daily turnover	2,980	2,980

## ■ ZINC, special high grade (\$ per tonne)

Close	1326-33	1356-60
Previous	1335-45	1365-70
High/low	1327-182	1365-70
AM Official	1300-33	1362-63
Kerb close	1365-70	1365-70
Open int.	38,267	38,267
Total daily turnover	10,255	10,255

## ■ LEAD (\$ per tonne)

Close	662-64	662-63
Previous	671-5	683-4
High/low	671-5	683-4
AM Official	675.75-15	686-87
Kerb close	687-88	687-88
Open int.	38,267	38,267
Total daily turnover	10,255	10,255

## ■ CRUDE OIL NYMEX (\$/bbl barrels)

Close	23.78	23.95
Previous	23.92	24.02
High/low	23.92	24.02
AM Official	23.92	24.02
Kerb close	23.92	24.02
Open int.	15,467	15,467
Total daily turnover	2,980	2,980

## ■ ENERGY

## ■ CRUDE OIL NYMEX (\$/bbl barrels)

Close	22.80	22.88
Previous	22.82	23.00
High/low	22.82	23.00
AM Official	22.82	23.00
Kerb close	22.82	23.00
Open int.	15,467	15,467
Total daily turnover	2,980	2,980

## ■ COAL (\$/tonne)

Close	22.80	22.88
Previous	22.82	23.00
High/low	22.82	23.00
AM Official	22.82	23.00
Kerb close	22.82	23.00
Open int.	15,467	15,467
Total daily turnover	2,980	2,980

## ■ COPPER, grade A (\$ per tonne)

Close	3420-25	3515-28
Previous	3459-73	3523-38
High/low	3459-73	3523-38
AM Official	3460-25	3523-38
Kerb close	3506-67	3506-67
Open int.	38,267	38,267
Total daily turnover	10,255	10,255

## ■ COPPER, grade B (\$ per tonne)

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## Offshore Funds

• FT Cityline Unit Trust Prices are available over the telephone. Call the FT Cityline Help Desk on (+44 171) 873 4378 for more details.

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## **FT MANAGED FUNDS SERVICE**

## **Offshore Insurances and Other Funds**

• FT Cityline Unit Trust Prices are available over the telephone. Call the FT Cityline Help Desk on (+44 171) 573 4378 for more details.

## LONDON SHARE SERVICE

## ALCOHOLIC BEVERAGES

Name	Price	Wk Chg	Wk Vol
Adnams & Sons	11.50	-0.05	1,200
Amstel Lager	11.50	+0.05	1,200
Amstel Lager	11.50	+0.05	1,200
Amstel Lager	11.50	+0.05	1,200

## BANKS, MERCHANT

Name	Price	Wk Chg	Wk Vol
Barclays Bank	11.50	+0.05	1,200
Barclays Bank	11.50	+0.05	1,200
Barclays Bank	11.50	+0.05	1,200
Barclays Bank	11.50	+0.05	1,200

## BANKS, RETAIL

Name	Price	Wk Chg	Wk Vol
NatWest	11.50	+0.05	1,200
NatWest	11.50	+0.05	1,200
NatWest	11.50	+0.05	1,200
NatWest	11.50	+0.05	1,200

## BREWERYES, PUBS &amp; REST

Name	Price	Wk Chg	Wk Vol
Heublein	11.50	+0.05	1,200
Heublein	11.50	+0.05	1,200
Heublein	11.50	+0.05	1,200
Heublein	11.50	+0.05	1,200

## BUILDING &amp; CONSTRUCTION

Name	Price	Wk Chg	Wk Vol
Amico	11.50	+0.05	1,200
Amico	11.50	+0.05	1,200
Amico	11.50	+0.05	1,200
Amico	11.50	+0.05	1,200

## DIVERSIFIED INDUSTRIALS

Name	Price	Wk Chg	Wk Vol
Amico	11.50	+0.05	1,200
Amico	11.50	+0.05	1,200
Amico	11.50	+0.05	1,200
Amico	11.50	+0.05	1,200

## ELECTRICITY

Name	Price	Wk Chg	Wk Vol
Amico	11.50	+0.05	1,200
Amico	11.50	+0.05	1,200
Amico	11.50	+0.05	1,200
Amico	11.50	+0.05	1,200

## ELECTRONIC &amp; ELECTRICAL EOPT

Name	Price	Wk Chg	Wk Vol
Amico	11.50	+0.05	1,200
Amico	11.50	+0.05	1,200
Amico	11.50	+0.05	1,200
Amico	11.50	+0.05	1,200

## BUILDING MATS. &amp; MERCHANTS

Name	Price	Wk Chg	Wk Vol
Amico	11.50	+0.05	1,200
Amico	11.50	+0.05	1,200
Amico	11.50	+0.05	1,200
Amico	11.50	+0.05	1,200

## CHEMICALS

Name	Price	Wk Chg	Wk Vol
Amico	11.50	+0.05	1,200
Amico	11.50	+0.05	1,200
Amico	11.50	+0.05	1,200
Amico	11.50	+0.05	1,200

## CHEMICALS - Cont.

Name	Price	Wk Chg	Wk Vol
Amico	11.50	+0.05	1,200
Amico	11.50	+0.05	1,200
Amico	11.50	+0.05	1,200
Amico	11.50	+0.05	1,200

## DISTRIBUTORS

Name	Price	Wk Chg	Wk Vol
Amico	11.50	+0.05	1,200
Amico	11.50	+0.05	1,200
Amico	11.50	+0.05	1,200
Amico	11.50	+0.05	1,200

## ENGINEERING

Name	Price	Wk Chg	Wk Vol
Amico	11.50	+0.05	1,200
Amico	11.50	+0.05	1,200
Amico	11.50	+0.05	1,200
Amico	11.50	+0.05	1,200

## EXTRACTIVE INDUSTRIES

Name	Price	Wk Chg	Wk Vol
Amico	11.50	+0.05	1,200
Amico	11.50	+0.05	1,200
Amico	11.50	+0.05	1,200
Amico	11.50	+0.05	1,200

## VEHICLES

Name	Price	Wk Chg	Wk Vol
Amico	11.50	+0.05	1,200
Amico	11.50	+0.05	1,200
Amico	11.50	+0.05	1,200
Amico	11.50	+0.05	1,200

## HEALTH CARE

Name	Price	Wk Chg	Wk Vol
Amico	11.50	+0.	



## LONDON STOCK EXCHANGE

## Shares still manacled by sterling's strength

## MARKETS REPORT

By Steve Thompson,  
UK Stock Market Editor

A fresh burst of strength in sterling, much of which derived from a growing conviction that UK interest rates will be lifted soon, proved an effective deterrent to buyers of UK equities.

There was further unease after Abbey National hoisted its mortgage rates by a quarter of a percentage point, a move expected to follow by other lenders.

Share prices, which looked vulnerable from the outset, came under further pressure when Wall Street opened lower, with

the Dow Jones Industrial Average sliding more than 40 points in early trading.

By the close, the FTSE 100 index had recouped some of its early losses but nevertheless was 18.5 lower at 4,038.5.

The second tier index, the FTSE 250, held up relatively well, as good gains in the utilities sector, especially the regional electricity stocks, helped offset the damage wrought by a surprise profits warning from Racal Electronics. The 250 index settled 13.7 off at 4,414.8, while the SmallCap index eased 1.6 to 2,180.0.

A weaker-than-expected purchasing managers' index for November only partly alleviated

the interest rate fears, which are sure to continue until the December 11 monetary policy meeting between Mr Kenneth Clarke, the chancellor and Mr Eddie George, governor of the Bank of England.

Dealers insisted, however, that the fall in equity prices owed more to a defensive market-down by marketmakers rather than to any weight of selling pressure.

It was also pointed out that the gilt-equity ratio fell below two on Friday; equities are generally regarded as looking cheap relative to gilts when the ratio dips below that level.

Turnover in London's equity market, which fell below the £1bn mark in terms of customer

business on Thursday and Friday of last week, looked almost certain to extend that trend to a third consecutive session. At the open count, turnover came out at a lowly 553.8m shares.

The UK equity strategy team at BZW pointed out that sterling's strength "continues to cast a sizeable shadow over prospects for the market. We would fear that analysts' forecasts still have to catch up with what sterling has done so far. Year end round-ups with companies will probably be the catalyst for another round of downgrades."

BZW added that the general industrial sectors have borne the brunt of sterling's strength, pointing out that "of the 102 general industrial stocks in the FTSE 350, 80 have underperformed in the last month."

The day's company news was largely positive, apart from the Racal warning, which saw the shares slump 18 per cent. The bad news from Racal also triggered something of a sell-off in other electronics stocks.

Scottish & Newcastle was the best Footsie performer, responding to an excellent set of interim figures accompanied by news of a good start to the second half.

Abbey Life and Lloyds TSB were among the biggest Footsie winners as the market warmed to the prospect of higher margins.

## Racal warns on profits

By Joel Kibasso and Peter John

News of a profits warning from Racal Electronics, just three days before it was set to announce interim figures, hit the market like a bombshell and sent the company's shares plunging.

Analysts had expected the electronics and defence group to unveil improved half-time profits of around £36m on Thursday. Instead, Racal said it expected first half profits to be £21m, down from £31.9m at the same stage a year earlier. Racal blamed a reduction in order intakes in its Radio Group division.

The group is bringing its results forward to today as well as an analysts' meeting due to be held on Thursday, although one market specialist said, "the analysts' meeting is irrelevant. What we want to see is how Racal performs from now on."

Shares in the group tumbled as dealers rushed to sell the stock and, at the day's low, they were down 35 at 220p.

Bargain hunting and a feeling in some quarters that the retreat had been overdone helped the stock crawl off the lows in the afternoon. However, the shares remained the worst performers in the FTSE 250 index, and closed 7 higher at 319p.

having fallen more than 18 per cent. They closed 50 off at 225p, with volume of 7.8m making it the most heavily traded stock in the FTSE 250.

Mr Mike Styles at Credit Lyonnais Laing said the retreat was overdone: "There is great value in Racal at these levels."

Strong signs that the mortgage price war is over, combined with a weighty broker recommendation, gave a boost to the big quoted mortgage lenders.

The decision by Abbey National to increase its key lending rates by a quarter of a percentage point comes at a time when demand for mortgages is rocketing.

So analysts believe downside from competitive pressure is limited. Ms Kathryn Newton of UBS said: "Abbey has had a torrid time this year but we feel all the bad news on mortgages and mortgage pricing is already in the price."

UBS also argued that data stretching back to the late 1980s showed that the banking sector in general, and Abbey in particular, had lagged the Halifax UK house price index by one year and had just begun to respond to the latest housing recovery.

Also, in response to Abbey's latest move, the broker yesterday included the stock in its Euro-15, the list of its principal high profile recommendations throughout Europe. The shares improved 120p to 705p.

The mortgage news also boosted Lloyds TSB, which touched an intra-day peak and closed 7 higher at 319p.

However, for the investor, it may well be easiest to watch without being over-exposed," says NatWest.

NatWest turned seller on Carlton Communications and downgraded Reuters Holdings and Mirror Group to a "hold" from "add".

Carlton fell 4 to 48p, although there was some support from Paname Gordon which has it as a trading buy ahead of figures tomorrow. Reuters dived 6 to 716p and Mirror fell 3% to 2274p. Emap, which is NatWest's sole buy recommendation, lifted 5 to 735p.

Meanwhile, EMI improved 4 to 1,767p after one Sunday newspaper revisited the speculation that MCA of the US is interested in making an offer.

Leisure and drinks group Scottish & Newcastle was the best performer in the FTSE 100 after it revealed interim figures at the top end of market expectations.

The shares were helped by vague hopes of a rate cut in Germany, where Pilkington has significant interests.

However, institutional investors are still adjusting weightings at the lower end of the FTSE 250, where the principal entry candidates are Biocompatibles, Manchester United and Pilkington. Biocompatibles, the most likely candidate, ran into muted profit-taking and ended 1% off at 737p.

But Manchester United gained 15 to 573p and Pilkington 3% to 50p.

Meanwhile, UBS has taken a longer term view and examined some of the smaller growth stocks which could move in the mid cap index in the near future. In research published yesterday, the broker cites Capita, the support services group, and Mayflower, the specialist engineer. Capita gained 3 to 465p while Mayflower was firmer at 141p.

Southern Electric moved up 18p to 721p in a strong sector, underpinned by per-

istent bid speculation.

AIM stock ClubPartners fell 7 to 74p on news it had received approaches which may result in an offer at discount to the market price.

Bodycare International rose 20 to 2774p after a "buy" recommendation on the weekend press.

H Young Holdings, the marketing and distribution company, fell 5% to 125p. The group said it planned to buy a bicycle specialist for 26.6m and make a placing for 1m or one-for-three rights issue at 116p a share.

Sample Cochran, the engineering services group, came to the market at 188p, up 10% to 208p a share and closed unchanged at 210.5p.

Positions have largely been taken over the potential FTSE 100 stocks. Pilkington, which was 18th by capitalisation at the close of trading last week - and thus poised to drop out of the Footsie - actually recovered 3% to 182p. The shares were helped by vague hopes of a rate cut in Germany, where Pilkington has significant interests.

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Sample Cochran, the engineering services group, came to the market at 188p, up 10% to 208p a share and closed unchanged at 210.5p.

Positions have largely been taken over the potential FTSE 100 stocks. Pilkington, which was 18th by capitalisation at the close of trading last week - and thus poised to drop out of the Footsie - actually recovered 3% to 182p. The shares were helped by vague hopes of a rate cut in Germany, where Pilkington has significant interests.

However, institutional investors are still adjusting weightings at the lower end of the FTSE 250, where the principal entry candidates are Biocompatibles, Manchester United and Pilkington. Biocompatibles, the most likely candidate, ran into muted profit-taking and ended 1% off at 737p.

But Manchester United gained 15 to 573p and Pilkington 3% to 50p.

Meanwhile, UBS has taken a longer term view and examined some of the smaller growth stocks which could move in the mid cap index in the near future. In research published yesterday, the broker cites Capita, the support services group, and Mayflower, the specialist engineer. Capita gained 3 to 465p while Mayflower was firmer at 141p.

Southern Electric moved up 18p to 721p in a strong sector, underpinned by per-

## THE DAVID THOMAS PRIZE

David Thomas was a Financial Times journalist killed on assignment in Kuwait in April 1991. Before joining the FT he had worked for, among others, the Trades Union Congress.

His life was characterised by original and radical thinking coupled with a search for new subjects and orthodoxies to challenge, particularly in the fields of industrial policy, third world development and the environment.

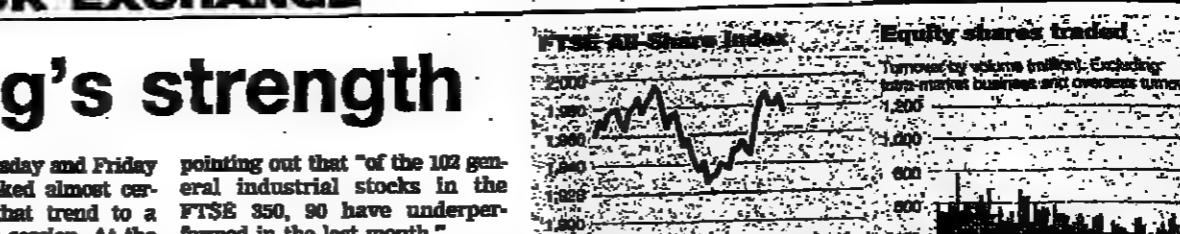
In his memory a prize has been established to provide an annual study/travel grant to enable the recipient to take a career break.

In this, the sixth year of the prize, the theme is:  
"Home Truths from Abroad": A policy idea from outside  
the UK for the next British Prime Minister.  
The 1997 prize will be worth not less than £3,000.

Applicants, aged over 21, of any nationality, should submit a typed entry of up to 800 words in English, together with a brief c.v. and a proposal outlining how the award would be used to explore the theme further. Please keep David Thomas's interests in mind when writing both the entry and the proposal.

The award winner will be required to write a 1,500 to 2,000 word essay at the end of the study period. The essay will be considered for publication in the FT.

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	Equity shares traded	Turnover by value (millions) Excluding inter-market business and overseas turnover
1990	1,000	1,000
1991	1,000	1,000
1992	1,000	1,000
1993	1,000	1,000
1994	1,000	1,000
1995	1,000	1,000
1996	1,000	1,000

## FUTURES AND OPTIONS

	FTSE 100 INDEX FUTURES (LFFE) £25 per full index point (APT)
Dec	4,038.5 -19.5
Mar	4,044.8 -13.7
Jun	2,005.2 -9.0
Sept	1,978.89 -8.28
Dec	3.81 -3.79

	Best performing sectors
1	Breweries, Pubs & Rest +1.3
2	Property +0.7
3	Water +0.6
4	Textiles & Apparel +0.5
5	Health Care +0.3


# **WORLD STOCK MARKETS**

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## US leaders retreat on profit-taking

### AMERICAS

US blue chips retreated slightly from their recent highs in early trading but smaller capitalisation stocks posted gains, led by the technology sector, writes *Jahn Auters* in New York.

The Dow Jones Industrial Average of 30 large stocks slipped back below the 6,500 mark, standing at 6,482.57 at the end of the morning, down 38.13 for the day, having fallen lower. The broader Standard & Poors 500 also fell, down 3.78 to 753.24. Some of this was due to profit-taking after last week's abnormal high activity.

However, the Nasdaq, which covers generally smaller companies and has an increasingly heavy technology weighting, gained very slightly, and was up 0.75 at 1,293.36.

Several indicators, including the latest National Association of Purchasing Management index, construction spending figures, and anecdotal evidence of heavy spending in the Thanksgiving weekend sales, suggested that the economy was growing slightly faster than forecast.

But these figures were not worrying enough to stimulate significant selling, with analysts saying that they were consistent with non-inflationary growth.

There was little corporate news to push the market in the aftermath of the Thanksgiving holiday, and there were few wide moves. The biggest exception was America Online, the largest US Internet provider, which

gained \$3% to \$338 by mid-day, a gain which dealers attributed to a positive research note from Lehman Brothers.

AOL has been one of the most closely watched on the market for several months. It still has more subscribers than any other on-line or Internet service, but the market has been concerned by the possibility that it will start to lose its new subscribers to the growing competition from direct Internet service providers. The speculation was that the company, in the middle of a heavy promotional campaign, had managed a strong gain in subscribers for November.

AOL also regained its recent strength, up 3% to \$161.30. Other technology stocks to enjoy a strong day included Intersil, up 5% to \$33.44, and Texas Instruments, up 1% to \$65.40.

TORONTO followed Wall Street lower, ending the morning session with the S&P composite index off more than half a percentage point. At noon, the index was down 38.30 at 5,977.37.

Stock declines led advances by about three-tenths of 11 of the index's 14 sub-groups deep into negative territory. Gold shares were 1.8 per cent down and banking was off 1.1 per cent.

Among blue-chips, Barrick Gold fell 60 cents to C\$39.90, Royal Bank of Canada retreated 70 cents to C\$49.15 and Toronto-Dominion Bank ended C\$1 lower at C\$46.35.

Alcan Aluminum dipped 10 cents to C\$47.80 and Canadian Pacific was 5 cents lower at C\$37.35.

### Caracas shows signs of life

Having steadfastly marked time on Friday, CARACAS showed signs of life. At mid-session, the IPC index had cracked up a gain of 20.48 to 6,168.63 to underpin talk of a year-end rally.

MEXICO CITY continued to move higher but the pace was pedestrian. The retail sector attracted buyers but

overall volumes were described as very thin. At mid-session, the IPC index was up 0.64 at 3,281.15.

SAO PAULO made modest progress, the Bovespa index adding 1.43 to 66,847 at mid-session. Banespa, the state bank which surged almost 35 per cent on Friday, was little changed at 6.00 reais.

### EUROPE

Carmakers, currencies and a volatile US equity market gave bourses a day of dismay in some quarters and happy affluence in others.

Among automotive industry leaders, Volkswagen took another tumble on the ongoing legal dispute with General Motors of the US, following

Mr José Ignacio López,

the group's former purchasing manager and a former GM employee; Renault, also weak, reacted to a drop in French car sales for November; and Volvo failed to respond to a 30 per cent jump in Swedish registrations.

However, Friday's strength on Wall Street, combined with another climb in the dollar, gave broad markets a good start. Seven reached new all-time highs although the Dow, by the late American morning, had recovered only a part of its early, near 50-point drop.

FRANKFURT peaked again, but only just. The Dax index traded in a narrow range and in thin volume, closing 4.62 higher at 3,834.46.

Turnover fell from DM13.5bn to DM9.2bn but, within that, business in VW moved up from DM897m to DM1.57bn.

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### ASIA PACIFIC

Profit-taking in international blue chips prompted TOKYO dealers to unwind long positions as the Nikkei average fell below the 21,000 level.

More than 160 issues marked new lows for the year, writes *Gwen Robinson*.

The 225 index dropped 345.67 or 1.8 per cent to 20,876.68, closing at its day's low after a high of 21,087.68.

Volume thinned to an estimated 224m shares against Friday's 322m. Declines led advances by 566 to 226, with 171 unchanged.

A sharp decline in index futures sparked a flurry of selling in the afternoon as arbitrageurs moved to unwind long positions in stock index futures to cash in on surging bond prices.

The Topix index of all first-section stocks shed 20.61 to 1,542.19 and the capital weighted Nikkei 300 was down 4.31 at 291.35. In London the ISE/Nikkei 50 index was up 1.03 at 1,483.13.

Blue chip losers included Toyota, which fell Y80 to Y3,030, and TDK, off Y80 to Y7,260. Sony declined Y80 to Y7,320, Honda Y70 to Y3,290 and Matsushita Electric Industrial Y60 to Y1,810.

Blue chip pharmaceuticals, however, resisted the downward trend. Among pharmaceutical issues to hit new highs for the year, Takeda Chemical Industries added Y40 to Y2,270 and Sankyo Y50 to Y3,100.

NTT was active amid growing investor interest in

### Weak bullion slows Jo'burg

Shares in Johannesburg

moved lower with a soft

bullion price and disappointing

trade figures keeping

sentiment on a tight rein. The

overall index ended off 4.7 at 6,702.8. Industrials dipped 4.7 to 7,922.8 and golds 0.7 to 1,523.4.

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### MARKETS IN PERSPECTIVE

% change in local currency ↑

↑ 1 Week    ↑ 2 Weeks    ↑ Year    ↓ Last of

1996    Start of

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FINANCIAL TIMES SURVEY

Tuesday December 3 1996

# INTERNATIONAL PROJECT FINANCE

In the past three years the scale and number of infrastructure projects worldwide have increased sharply.

Richard Lapper reports

## Risks grow as market expands

Deregulation, privatisation and rapid economic growth in the developing world are driving activity in the international project finance market to new heights. Banks are lending money for an increasing range of power, transport and infrastructure projects on a so-called non-recourse basis, which means that in the event of a default, they have no claims other than on the assets of the project itself.

At the same time, project developers and sponsors are becoming less dependent on the syndicated loans and export finance facilities which once underpinned the market, and are turning to a much broader range of local and international banking and capital markets for financing.

Recent growth has been sharp. "In the past three years the scale and number of infrastructure projects worldwide have doubled each year," says Geoff Haley, partner and head of infrastructure at SJ Berwin, the London law firm. According to IFR Project Finance International, a specialist publication, the value of loans and bonds raised for projects and not backed by official guarantees rose by 53 per cent to \$27.1bn in 1995, compared to \$17.7bn in 1994.

The main driving force for these developments has come from Asia, where very rapid economic growth is putting the existing power and transport infrastructure under intense strain. IFR's figures show that in 1995 the value of project deals in Asia, including Australasia, jumped by

more than 100 per cent to \$9.3bn, with more than \$2bn of loans for Indonesia and more than \$1bn in the Philippines.

Elsewhere, the value of deals in the US and Latin America rose from \$2.9bn to \$7.6bn, with Colombia another popular developing country market. John Watkins, head of project finance at Japan's Sanwa Bank in London, points to "significant additional activity" in the power and telecommunications sector this year in Asia, especially in Indonesia and Thailand. The pace has also been picking up in the UK where, under the terms of the government's private finance initiative, private funds have been raised to finance transport developments and social infrastructure such as prisons and hospitals.

New capital has come in part from the syndicated loan market. With competition compressing margins on conventional lending business, a growing number of banks has been attracted by the somewhat fatter margins available from project financing. On some facilities, as many as 100 banks are participating. Developers have also been turning to the bond markets to raise funds.

Worldwide, interest rates are still low by historic standards



Docklands Light Railway: the City Greenwich Lewisham rail link has been partially funded by a project finance bond

railway development in London.

A number of non-US issuers have raised bonds on the US bond market, where investors have some experience in financing domestic US power projects.

Borrowers from Asia and Latin America have issued bonds in the 144a market in the US for so-called qualified institutional investors.

For example, earlier this year the company building the new El Dorado airport in Bogota, Colombia, raised \$116m with a 15-year bond secured against revenues from landing fees.

Standard & Poor's, the international credit rating agency, said in July that the portfolio of rated debt raised to fund projects has grown from \$11.5bn in July 1995 to \$16bn in June this year, with most of the growth occurring in

funding arm, frequently lend to or invest in projects alongside private groups. Additionally, private sector insurance groups are also providing longer-term political risk insurance, with some prepared to consider cover for more than five years.

"Ten years ago it was basically the syndicated loan market and sometimes export credit played a role," says Kevin Files, head of project finance at HSBC Investment Bank in London.

"Now, for every large deal a wide range of options is considered. The decision-making process has changed from fitting the project to the bank market, to seeing which of the range of financing markets is suitable for the project."

With more capital available developers and their financial backers are able to consider much bigger financings. The size of individual projects has been steadily rising with power, mining and transport projects frequently exceeding \$1bn. Mr Files

says that because there is more capacity in the market "you can do bigger deals. We would be comfortable with handling a financing of several billion dollars provided we thought we could access a broad range of lenders and investors".

The broader range of financing means that risk is spread more widely, but project sponsors and their backers argue that they are also becoming better at managing risks. Pointing to the emergence of facilities management businesses, advisers say the private sector is now more capable of assessing and identifying risks. "In the past a lot of these risks were hidden in the public sector," argues Mr Haley at SJ Berwin. "Now risks can be properly assessed and priced."

"We are finding that more and more of our work involves identifying risks and advising on their allocation rather than on producing plain vanilla documentation," adds Peter Gray, project partner at Linklaters and Paine, another London law firm.

However, this increased sophistication could well be put to the test as the market continues to grow. For one thing, rates on project finance loans are falling, partly in line with broader market trends, and conditions are becoming easier for some borrowers. Yet, at the same time risks are growing in some areas.

In a recent report Standard & Poor's warned that the declining cost of power, as a result of electricity deregulation and technological change, is testing the commercial viability of some projects. "Projects which made sense based on flat or slowly rising price assumptions are coming under rising pressure as power costs decline for both capacity and energy," says William Chew, analyst at S&P.

Sovereign risks are as big as ever. This is illustrated by last year's controversy surrounding the \$2bn-plus Dhabol power project in India, which was halted by the Bharatiya Janata party-Shiv Sena government of Maharashtra well into the first phase of construction. But even in the developed markets regulatory or legal changes can present operators and banks with problems. In the US, for example, contracts signed by developers have come under legal challenge in the courts. As Mr Chew points out: "Political risk is not confined to emerging markets."

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## 2 INTERNATIONAL PROJECT FINANCE

**■ Private Finance Initiative in the UK** by Mark Suzman

# Enthusiasm begins to mount

**Political strife over the viability of PFI has slowly turned to consensus**

Once dismissed as little more than creative accounting, Britain's Private Finance Initiative is starting to attract a growing number of true believers.

The four-year-old scheme – under which private sector companies are expected to design, build, finance and operate public sector projects – has already become the primary means of funding new capital projects from roads to prisons.

As PFI has progressed, political strife over its viability has slowly turned to consensus. Despite initial scepticism the opposition Labour party has now broadly embraced the idea, although it prefers the term "public-private partnerships".

Also, civil servants and private sector contractors alike are becoming steadily more enthusiastic as the first projects come to fruition.

The International Monetary Fund has broadly endorsed the programme, and ministers are now confident that, like privatisation in the 1980s, PFI will eventually become the global norm.

Reflecting this, the government is already trying to expand PFI into areas such as hospitals and schools. It has so far agreed contracts worth more than £8bn and is aiming for £14bn in PFI deals by the end of the 1996/9 financial year.

But does it really work? Kenneth Clarke, the chancellor, insists that PFI promotes efficiency and stimulates investment flows, helping develop areas where full-scale privatisation is either inappropriate or not feasible, but the case is still unproven.

Because the government's cost of capital is always cheaper than the private sector's, critics of PFI say the concept is nonsense. To these sceptics, the initiative is driven primarily by the need to take capital spending off the balance sheet and thereby reduce the government's budget deficit with

out having to attack current programmes.

The underlying assumption of PFI is that efficiency gains generated by private sector construction and management will more than offset the extra cost of capital involved. Because the projects involve a significant transfer of risk from public to private sector, they also shelter the government from unforeseen mishaps such as the risk of project action on roads.

The most important difference between PFI and traditional capital spending is that most of the money goes on service payments for the lifetime of the contract, rather than construction.

The Treasury estimates that the 1,000-odd potential PFI programmes so far identified by the Private Finance Panel, a government-funded ginger group promoting the scheme, have a combined capital value of £25bn. By contrast, the net present value of their cumulative service costs is between £40-£50bn.

That fact has led to additional concern about the potential of "sitting up" to long delays while costing

future spending – if government departments are increasingly committed to hefty annual service payments for extended contract periods, it will soon start to limit severely their discretionary spending in other areas.

And even those who insist the theory behind PFI is sound admit that in practice it has proved more difficult than expected to get it up and running.

As a recent report on the scheme by an all-party committee of parliamentarians pointed out, if the benefits of PFI are so apparent "it is difficult to explain the slow progress of the Initiative so far, why there is a clear presumption in favour of PFI as a means of procurement".

One of the biggest problems has been the convoluted bureaucracy involved in getting projects approved. To satisfy itself that a PFI deal does indeed provide "value for money" the Treasury insists that bids should include full costs against a public sector comparator.

This has frequently led to

bidders millions in legal and other fees, often with no reward. As a result, some big companies have now refused to bid for any deals worth less than £30m.

Responding to this concern earlier this year the Confederation of British Industry published a detailed criticism of the PFI process. As a result, the Treasury has now attempted to streamline the bidding process while developing a series of new guidelines to simplify matters.

These have been broadly welcomed by contractors, but difficulties remain, particularly in costing risk. In the health sector, for example, although around 25 projects to build new hospitals worth £20m or more have preferred bidders, and five more have managed Treasury approval, no contract has yet been signed.

In part, the problems have been attributable to the complicated structure of the UK's National Health Service which has raised bank concerns about the security of their loans in the event of the dissolution of a hospital trust. But an equally diffi-



Fazakerley prison, Liverpool, is one of PFI's successes

cult problem has been trying to predict patient usage and other risks for the lifetime of the 25-30-year contracts required to pay off the projects.

Although the government is confident it is just a matter of time before some successful hospital contracts

**■ Banks:** by Rod Morrison

# Switch to high risk areas

**The demand for finance is huge but there are few experienced financiers**

Margins on bank lending to corporations are wider than and in the need to achieve higher returns, many banks have switched into the high risk areas such as project finance. This has come at a time when the demand for project and infrastructure finance across the globe has mushroomed.

A heady cocktail, indeed. Will there be winners and losers in the scramble into project finance, as in any normal market, or will the sector as a whole take a bath, as the banking market has done in other sectors?

The calculation can be split into the following inter-linked areas: pricing, loan structures and the assumption of risks.

**■ Pricing.** The growing competition in the bank market for project lending

mandates has led to an inevitable reduction in lending margins on loans. In some cases, the reductions are dramatic. A straightforward illustration is two loans arranged for Humber Power in the UK in 1994 and 1995. Margins tumbled.

On the first loan, the rates were 125 basis points over Libor pre-completion, 120 basis points post-completion of construction with a commitment fee of 50 basis points.

On the second loan, the margins dropped to 105 basis points pre-completion with commitment fees of between 25 to 37.5 basis points. The two deals are different: the first involves building a 750MW gas-fired and the second involves refinancing that loan and funding a further 510MW unit.

But there are enough similarities for a comparison to be meaningful.

This is not to say margins have fallen across the board. Some of the UK Private Finance Initiative deals show some very healthy

returns. On the prison deals, banks are receiving 140 basis points for taking the risk of the prison simply being available to take prisoners.

Once a market is established, margins fall as banks become comfortable with a sector.

The impact is simply on profitability of assets. But lending competition is not simply confined to the banking market. The bond market is growing in importance. Bonds provide longer-term finance, 25 years or over, which is critical to the equity return of a project developer.

**■ Structures.** Increasing

bank competition has allowed project developers to reduce the amount of covenants imposed on them in the loan documentation. In so far as this has reduced the legalistic nature of project financing, it is a good thing. Restrictive bank covenants governing every aspect of a developer's business create bureaucracy. One loan to a UK cable company was in breach of its

covenants within two weeks of drawdown.

However, there comes a point where the strength of the structure becomes a valid concern. In the UK cable sector, cash flow multiples governing the amount of money which can be drawn down have increased from four to seven while the size of the riskier bridge finance, used while an operator remains cash flow negative, has increased to up to 25 per cent of a project loan and beyond.

There is no reason why banks should not take construction risk. There are times when project sponsors offer guarantees during the construction period to cheapen finance costs.

Country risk has become a

significant factor. In emerging markets, long-term power purchase contracts are available but the implicit risks are huge. The contracts will usually be given by financially stretched state-owned companies perhaps with a government counter guarantee. Payment is usually in US dollars. If a currency collapses, the payments would soar.

Alternatively, as the cost of producing power reduces globally, assets financed on outdated power purchase contracts might become stranded and local entities would be tempted to negoti-

ate a cheaper deal.

In the developed markets, banks are now being asked to take price risk.

Until now, banks have taken market risks on natural resources and industrial projects. The key is that a select number of banks have become comfortable with the risk and the markets are free and cannot be influenced by a few operators.

Banks have always taken construction risk. There are times when project sponsors offer guarantees during the construction period to cheapen finance costs.

There is no reason why banks should not take market risk in power in developed countries as long as the electricity trading market itself has developed. Indeed, not simply relying on purchase contracts can impose a useful discipline.

Perhaps a bigger worry is if the demand for finance is huge but the supply of experienced project financiers is limited. This is easy on the syndication department of the loan-arranging banks in the short term, but very risky in general in the long term, particularly as more and more look to project finance.

Alternatively, as the cost of producing power reduces globally, assets financed on outdated power purchase contracts might become stranded and local entities would be tempted to negoti-

**■ Multilaterals and ECAs**

# Powerful sources of support

**HCA or multilateral facilities afford crucial protection against political uncertainties**

Stand-alone private project financing may well, in some circumstances, be the most appropriate funding mechanism for infrastructure and other schemes in the industrialised countries. But when it comes to developing countries, commercial banks and private investors still find themselves dependent, to a greater or lesser extent, on

two powerful sources of official support – national export credit agencies (ECAs) and the multilateral development banks.

Using ECA or multilateral facilities may add time and expense. But they give crucial protection against the political uncertainties facing holders of equity and debt in markets where governments may be unstable, prone to changing legislation or lacking foreign exchange.

"Commercial risks can be assessed and accepted by banks, but where sovereign risks exist the guarantees provided by ECAs are an indispensable form of protection," says Robert Scallan, export finance director, structured finance, at BZW, which is due to provide the first UK-backed export credit for Uzbekistan.

In an increasing number of cases ECAs and multilaterals combine in the structuring of a project.

Access to official support has a "multiplier" effect on the availability of commercial lending capacity for non-OECD countries. The Berne Union – the international ECA "club" – estimates that financing and guarantee facilities extended by members in 1995 were worth about \$400bn, much of this for large capital projects.

According to Martin Copeland, manager at Deutsche Morgan Grenfell, "ECA support is absolutely critical in countries for which there are no substantial credit limits available at banks".

A combination of ECA and multilateral facilities have provided crucial support for the growing number of big-ticket private projects making use of limited recourse financings, especially in Asia. These involve techniques dependent on reliable cash flows from long-term commercial contracts that are usually underpinned by indirect government guarantees.

A typical example is the raising of \$350m in offshore commercial debt for a 536MW independent power generation scheme at Uch, in Pakistan, where the co-operators, ABN Amro and DMG, structured lending with backing from the World Bank and its private sector arm, the International Finance Corporation (IFC), and the Export-Import Bank of the US (Exim Bank).

Nevertheless, many bankers feel that, over the long term, the attractions of bond financing will increasingly assert themselves. "Many of these projects are long-term utility investments that are crying out to be funded by maturities reflecting the economic lives of the assets," says S&P's Mr Connell.

Other sources of support are also increasing. The World Bank's Multilateral Investment Guarantee Agency (Miga) has grown steadily as private investors have increased their exposure to non-OECD markets. But there remains a lack of capacity to meet the demand for support for private capacity in the market.

**Alan Spence and Kevin Godier**

Alan Spence is Editor of, and Kevin Godier writes for, *International Project Finance*, a bi-monthly newsletter.

**■ Equity investment:** by Andrew Taylor

# Investors spoilt for choice

**Private sector debt and equity sunk into infrastructure have increased**

A "For sale" notice seems to be hanging over much of the world's infrastructure as governments, regional and local authorities seek private investment to pay for a new generation of power stations, roads, sewerage, water and telecommunications systems.

International banks, operating companies and equity investors appear to be spoilt for choice as they consider a wider of ambitious investment and privatisation proposals.

The reality may be that grandiose plans still heavily outweigh schemes which stand a credible chance of being financed, built and operated profitably, but progress is being made.

The volume of private sector debt and equity sunk into infrastructure has

increased sharply in the mid-1990s as governments have grasped that the demands for better communications, power and water cannot be met solely from the public purse.

Total financing of new private infrastructure projects in developing countries is estimated to have doubled from \$17bn to more than \$35bn between 1993 and 1995 according to the International Finance Corporation, the private investment arm of the World Bank.

A further \$10.1bn of infrastructure assets were sold in 1994 as a result of privatisation of 75 companies in 30 countries says IFC.

The shift in investment from the public to the private purpose is providing new opportunities. These include:

**■ International operators** such as Enron, the US power group, which owns 50.1 per cent of East Java Power Corp which last month signed a 20-year power purchase agreement with Indonesia's state-owned electricity company, Perusahaan Listrik Negara.

**■ Domestic equity partners** which might be operating partners or local investors.

Pasuruan Power Company is Enron's Indonesian partner for the \$500m East Java plant.

**■ International construction companies and equipment suppliers** seeking to win new orders as well as taking a stake in the completed investment. UK construction group John Laing paid \$2m in 1993 to take a 25 per cent stake in YTL Power as well as building two power stations costing \$650m for the Malaysian private operator.

Siemens of Germany and Zurich-based Asea Brown have led the way among power station equipment suppliers, taking strategic stakes in private consortia which have won concessions to sell power in developing countries.

John Watkins, the London-based head of project finance at Sanwa Bank, said: "Operators, construction companies and equipment suppliers are obvious

candidates for equity investors. The international financial sector also is showing increased interest in this sector."

Tailor-made infrastructure funds have been established by the likes of AIG, the US insurance group, to invest in private projects.

Earlier this year, Allied Phillip Capital Management, a Kuala Lumpur-based joint venture between Allied Irish Bank and Phillip, a local stockbroker, announced it planned to seek \$200m for Malaysia's first listed infrastructure fund.

AIG and GE are expected to be important sponsors of a \$1bn Latin American Infrastructure Fund planned to invest in privatisations as well as green field projects.

Hong Kong Infrastructure Holdings, owned by Gordon Wu, was a pioneer investing in a string of south-east Asian transport and power projects.

Hopewell's power interests were subsequently floated off in a separate company, Consolidated Electric Power Asia (Cepa), for

which Southern Company, the Atlanta-based power group, recently agreed to pay \$2.7bn for an 80 per cent stake. Under the terms of the deal Hopewell will reduce holdings in Cepa from 60 per cent to between 12 and 20 per cent.

Chengdu Infrastructure, another Hong Kong-based company investing in Chinese privately-financed infrastructure projects, was oversubscribed more than 30 times when it was floated off from the Chengdu Group earlier this year.

Sanwa Bank says that the growing range of equity investors, including new-style infrastructure funds, indicates that this sector of the investment market is starting to mature.

The level of equity demand by leaders in infrastructure projects, however, varies considerably according to the level of political and financial risk private sector operators are exposed to.

Equity in premium projects could be as low as 20 per cent, but would be higher elsewhere, says Sanwa. In some cases, public sector finance might be used to

bolster the economics of projects and ensure a viable return for private sector investors.

Since 1986, the International Finance Corporation has agreed to provide support of \$3.1bn for 148 projects costing \$28.6bn in 40 developing countries. Of the total development cost, 61 per cent was provided by debt and 39 per cent came from equity investors. Foreign sponsors provided a third of the equity, local sponsors a quarter with the balance coming from internal cash generation.

The IFC says local equity can come from privatised companies or from existing private sector companies, such as RPG in India and Socma in Argentina which have diversified into infrastructure provision.

International operators and lenders feel more comfortable if there are local groups among equity investors, says the IFC. It stresses that private operators tend to be more efficient than former state-owned monopolies.

The range and scope of equity investors in privately-financed infrastructure projects seems likely to increase.

Another advantage for borrowers is that bond financings have more streamlined covenant packages that give greater room for manoeuvre to the borrower than bank loans.

The flipside of this is that, if any problems arise at any point during the life of the project, or the borrower needs extra money, banks may be more supportive than bond investors.

"Being much closer to the project, banks tend to be both flexible and supportive because they know the only way they can sort out the problem is to help the borrower – it's an active partnership," says Rob Halliday, director of project advisory at NatWest Markets.

"Having a much closer relationship with the project, banks tend to be both flexible and supportive because they know the only way they can sort out the problem is to help the borrower – it's an active partnership," says Rob Halliday, director of project advisory at NatWest Markets.

There are some other advantages to bond finance.

In projects with long construction periods, contrac-

■ Europe: by Andrew Taylor

## Entrepreneurial skills needed

**Progress may be uneven but privately-financed infrastructure looks here to stay**

The entrepreneurial skills that built and financed 17th century canals and bridges in France and railways in 19th century Britain are needed again as Europe seeks to tap private sector investment to modernise its transport, energy, telecommunication and water systems.

Central and regional governments in western Europe lack the funds to finance large-scale capital investment and maintain essential services and social security payments.

Efforts to satisfy the criteria for economic and monetary union under the Maastricht treaty can only restrict further the availability of public funds to pay for new infrastructure.

In central and eastern Europe, economies emerging from state control also lack the strength to re-invest in infrastructure suffering from decades of neglect and bad management.

The private sector provides an alternative source of finance but can prove difficult to tap given the conflicting needs of the state to provide low cost universal services and of business to generate an acceptable financial return.

Britain through the privatisation of its power, water, telecommunications and railway systems is providing a lead.

Stephen Uhlig, director of Deutsche Morgan Grenfell, which has provided project finance for several privately-financed European infrastructure projects, says: "It has been easier to attract private investment for energy and telecommunication projects, where there is an established world market for private sector capital investment, than for roads and railways."

"Financial and political imperatives can conflict on transport projects making them much more difficult to

fund by the private sector." Banks and equity investors it seems are happier to risk capital in power stations which sell energy under predetermined agreements to the state, or direct to international manufacturing companies.

The risk of volatile demand and tariff movements are reduced and returns look more attractive when payments are made in hard currency by an established tied international user.

Deutsche was a co-arranger this spring of a £751.8m syndicated loan for a 350MW gas-fired combined cycle power station at Rosignano in Tuscany. The plant

**Global lead arranger loans by sector (1995)**

Sector	£m
Power	5,742
Telecoms	5,492
Oil and gas	2,389
Infrastructure	1,992
Industrial	1,490
Mining	1,137
Petrochemicals	923
Taxi	734
Others	417

Source: IFP Project Finance International

will provide about 1 per cent of Italy's electricity production generating some 400 tonnes of steam per hour which will be used to increase soda ash production at Solvay & Cie's Rosignano plant.

Tractebel the private Belgian power producer is taking most of the equity stake in the project through Powertech, its 60 per cent-owned subsidiary.

Liberalisation of European mobile telephone networks has also attracted a growing number of investors willing to provide project finance.

Deutsche earlier this year arranged a DM2.7m funding for E-Plus Mobilfunk, Germany's third largest digital mobile phone network in which German industrial groups Veba and Thyssen each own 30.18 per cent, Bell South 22.5 per cent and Vodafone 17.2 per cent.

Santander Bank has also provided project finance for European power and tele-

communications developments. It was a member of the E-Plus banking syndicate and was part of the £1.900m financing of Mobile Omnitel in Italy, which last year started competing with the state-controlled Telecom Italia Mobile.

John Watkins, head of project at Sanwa's London office, says: "There are almost no European countries where there is not at least one private sector mobile phone company. Private investment in the power sector, outside of the UK, is most advanced in southern European countries like Spain, Portugal and Italy. The state by comparison is entrenched in the French power sector although there are a few signs of some possible future liberalisation in Germany."

Sanwa was among a number of banks which this autumn provided £500m for a combined cycle gas power project at Tapada in Portugal, to be operated under a 30-year concession by Powergen, the UK operator.

It also was part of a syndicate of banks providing project finance for the Ptalon Gas integrated coal gasification power station in central Spain in which the private investors are National Power of the UK, RWE of Germany, EDF of France and ENI and Iberdrola of Spain.

Transport projects are much more difficult to finance. Many Europeans are unaccustomed to being charged to use a road. Politicians remain reluctant to court unpopularity by introducing road tolls.

Countries where motorway tolls are levied have been unable to levy charges which would generate an acceptable return to lenders and investors.

Toll tariffs are established under government price controlling powers in France. The country was forced to renationalise three out of four private finance operators following the oil price rise in the early 1970s. Corfoute, the only survivor, operates under a guarantee that the government will reimburse lenders if it fails.

Finland is currently considering a DBFO format for a 60km privately-financed road between Helsinki and Lahti. Portugal and Spain also are pondering DBFO solutions.

Progress may be uneven but privately-financed infrastructure looks here to stay.

The Spanish government similarly was forced to step in to rescue privately-financed motorway operators. European railways, even more than roads, remain part of an entrenched state financing and operating structure.

The UK, which already has privatised much of the old British Rail network, is a front runner in this sector. Public money also has been made available to augment private investment for the much needed £2bn Channel Tunnel Rail Link.

Federal Trust, a London-based think tank, which this autumn published a report, *Private Partnerships and Public Networks in Europe*, argues that many of the ambitious road and rail schemes planned under the European Commission's Trans-European Networks (TENs) programme will need some form of public finance if they are to be viable.

It recommends the establishment of a European Infrastructure Agency to coordinate the efforts of the European Commission, European Investment Bank, the European Bank for Reconstruction and Development (EBRD) and other member government agencies to support private sector initiatives and reduce costly planning delays.

EBRD played an important role in the financing by the private sector of the upgrading of the M1/M15 motorway link between Budapest, Vienna and Bratislava. Deutsche Bank advised the government on the financing for eastern Europe's first private sector tolled motorway. British experiments with Design Build Finance Operate (DBFO) roads, whereby the state pays a shadow toll on the number of vehicles using a stretch of motorway, is also exciting interest in a number of continental European countries.

Finland is currently considering a DBFO format for a 60km privately-financed road between Helsinki and Lahti. Portugal and Spain also are pondering DBFO solutions.

This has meant, for example, 10-year debt part financed the El Abra copper mining project in Chile last year, and an 18-year tenor was agreed on debt for the Petropower project in Chile

■ Latin America: by Stephen Fidler

## Opportunities abound

**Despite constraints, the market is willing to accept bigger deals than before**

Project finance opportunities in Latin America are expanding rapidly, but the number of completed projects is growing much more slowly. The reason is largely that the region is still considered riskier than most other parts of the world.

Only Chile and Colombia are still considered investment grade risks by the main US rating agencies. Outside these two countries, the possibility of finding finance from the international capital markets is limited and most projects must rely on banks, which can afford to be selective.

"People don't forget that Latin America was the home of the two past crises in the emerging markets: the debt problems of the 1980s and last year's Mexico crisis. It means investors see larger risk in Latin America than in Asia, which shows up in differences in pricing," says Oscar Manero, executive director of SBC Warburg in New York.

Nonetheless, yields on the more popular projects in Latin America have declined significantly in recent years with Chile taking the lead. Project finance paper from this country is so scarce that although single-A rated, debt can be raised at levels approaching a better double-A credit in the US, he says.

The general view of the area means that long-term debt is still a rarity. However, says Kathy Tucker, managing director in charge of project finance in Latin America at Chase Manhattan in New York: "The trend in Latin America has been to accept increasingly longer tenor and new benchmarks are constantly being set."

This has meant, for example, 10-year debt part financed the El Abra copper mining project in Chile last year, and an 18-year tenor was agreed on debt for the Petropower project in Chile

this year. In Colombia, the Oceana oil pipeline project included 10-year debt. Prior to these, seven years was about the limit," she says.

The absence of regional capital markets to fund the local currency portions of projects is also a constraint. Only Chile again, with its well developed pension funds, has the ability to do this. On the other hand, says Richard Edwards, head of global project finance and advisory at Chase Manhattan, "equity is generally easier to locate than debt".

The Mexico crisis and the failure of some privately-funded projects there - in particular toll roads - have

broken through, given that Aguia is a so-called merchant plant that would not supply electricity under contract but instead would feed the grid at the prevailing market price. "Not even in the US have you been able to structure a financing of merchant plants," said Mr Manero. But if a way can be found, it would have important implications for other countries such as Chile, Colombia and Argentina, where "spot" markets in electricity are being developed.

A long-awaited Mexican power financing - Samalayuca II - finally emerged this year, after a four-year delay, though only with an extensive public sector contribution, including from the US Exim Bank. Mexico continues to be a frustrating market for bankers.

Meanwhile, other more traditional areas for project financing are also growing in importance. The liberalisation of mining codes across the region to encourage private sector investment has brought a rapid expansion in mining investment.

In all these areas, the attitude of governments remains crucial. The difficulty of financing the Samalayuca power plant was multiplied by the fact that the feedstock was being supplied by a monopolistic state-owned company, Pemex, and the electricity being bought by a monopsonistic state-owned company, the electricity monopoly CFE.

In Brazil, where state and federal governments are undertaking an important utility privatisation effort, bankers remain cautious because of a lack of clarity in the regulatory environment in which the new privately-operated companies will operate.

Despite such constraints, the market is willing to accept bigger deals. And although the popularity of the region is still partly linked to the current plentiful supply of liquidity in the US and elsewhere in the industrialised world, most bankers expect interest in project finance in Latin America to survive the next rise in US interest rates.

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